



EMFULENI
LOCAL MUNICIPALITY
Vaal River City, the Cradle of Human Rights

INTEGRATED DEVELOPMENT PLAN (IDP) 2019/20





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SPEAKER OF COUNCIL



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Acting Chief Audit Executive



Ms TNLP Konyana
Chief Risk Officer



Mr S Shivambu
Acting Chief Director:
Utilities & Special Projects

EXECUTIVE MAYOR'S FOREWORD

This year, 2019 marks the 25th anniversary of the freedom of our people from the criminal system of apartheid that for many decades subjected our people to the most inhumane, undemocratic, repressive and oppressive system that violated their rights and grossly eroded their dignity as human beings

Undoubtedly, the honour for establishing a people's parliament and a democratic government to serve their aspirations must be bestowed to our peace loving people, who waged for many years relentless and unselfish struggles to dismantle the apartheid system. The ills of this apartheid system characterized by amongst others, inequality, poverty and the ever increasing unemployment, are evident in our towns and cities, countryside, townships, schools, hospitals, infrastructure such as roads, water management systems, our rivers and industrial areas.

The draft Integrated Development Plan (IDP) and Budget for the financial year, 2019/2020 embraces the spirit and letter of the 2016 Local Government ANC Manifesto which underpin the transformation agenda that sets out a growth path to the restoration of the dignity of our people.

Our municipality is currently confronted by many institutional challenges and these ranges from

- Governance arrangements
- Financial instability
- Inadequate systems to monitor and evaluate organizational programme implementation
- Economic growth and development
- Infrastructure backlog
- Non filling of critical vacant posts, especially those of Senior management - Section 56 and the Municipal Manager
- Most of our work is undertaken by external service providers, while we could build internal capacity

We have undertaken an assessment on the state of service delivery in the municipality and have identified issues that need to be addressed in the short term to address service delivery challenges. As a consequence, the 100 days service delivery intervention programme and working with communities, we have been able to commence a programme for the removal of waste dumps, installation and repair of High-Must lights and successfully restored the waste collection schedule for both domestic and business.

It is worth noting that this IDP and Budget seek to implement the priority strategic objectives encapsulated in our Municipal Turnaround Strategy that was adopted by the Council on 25 May 2018 as an instrument to address the current insurmountable service delivery challenges and to create an enabling environment for economic growth integrated to the transformation, modernization and reindustrialization of the Gauteng City.

Further, in crafting our IDP and Budget for the financial year, 2019/2020 following a protracted public participation process across all 45 Wards in our City, we had to accept that ***it is not business as usual***. Gauteng Provincial Government has imposed the Section 139 in June 2018 in the municipality and Section 139(1)(b) intends to support our municipal institutional capacity to deliver the basic services to our communities.

The FRP is a product of the Section 139(1)(b) and cognitive of our municipal turnaround strategy thus compelling the municipality to prioritize certain actions in the Turnaround Strategy and redirects the limited resource allocation and utilization. We are comfortable that our IDP & Budget for 2019/2020 has been aligned to our intervention plans to the eight (8) Financial Recovery Plan (FRP) strategies.

Innovative initiatives to mobilize off-balance sheet revenue such as the front-loading effort must be explored in order to fast-track and unlock infrastructure backlogs, which is hindrances and a barrier to many economic development initiatives.

Going forward we must ensure that our plans addresses all challenges that are forestalling the forward movement and functionality, we will be engaging further our communities on the problems of illegal electricity connections, water and electricity distribution losses and poor billing systems that contributes to immense revenue losses.

Clearly, the joint actions to resolve many of problems in the recent months in the areas of waste collections, fixing of our roads, cleaning our towns illustrate the importance of working partnerships. We are pleased with business commitments and investments that will support our interventions and our people must be at the centre of building a peoples centred municipality and major beneficiaries of the economic growth and development, particularly our youth, women and persons with disabilities.

Our communities, together with civil society organs must be at the centre of driving municipality service delivery programmes and further hold the public representatives accountable, foster good citizenry and adherence to our municipal officials to the principles of Batho Pele in carrying out their duties and responsibilities to the communities. Check and balances mechanisms through control measures will be implemented to deal with acts of corruption and illegal actions in the municipality.

Following the adoption of this IDP and Budget, the Mayoral Committee as part of its commitment to realize the objectives of the Financial Recovery Plan and the Turnaround Strategy will host a Mayoral Committee strategic session. The strategic session will discuss and agree in setting the frameworks to inform the operationalization of the IDP and the Budget, which will inform the Service Delivery and Implementation Plans (SDBPs) as well as review the monitoring and evaluation systems to track programmes implementation.

Our system of serving our people must be strengthened to explore new forms of public participation that deepens democracy. I wish to recognize the efforts which have been undertaken by my predecessors, who championed the struggles against corruption, empowering our communities to partake in the clean my City Campaign and raised nationally the problem of our water systems. and today within our

municipality, the SANDF which is offering their expertise and support. Consequently, amongst others, the national Department of Water Affairs will be injecting millions of rands to our City in order to resolve our water systems problems.

As public representatives we have been entrusted responsibility to our people honestly, gallantly and selflessly on their aspirations. This IDP and Budget is a demonstration of our commitment to service delivery. We further, commit to explore new forms of public participation to strengthen our communities meaning participation in determining their destiny.

We will work tirelessly to ensure that this municipality is People Centred, People Orientated and People Driven to realize the aspirations of our communities and we believe that all our programmes foster social cohesion within our communities.

In the next few months I will be undertaking an intensive program to engage communities through people's assembly meetings and open day service delivery in all wards across the Emfuleni Local Municipality. The objective of these meetings amongst others is to outline the people's Municipality model and also to get buy in and bring quality services at the door step of our people.

As part of commemorating the 35th Anniversary of Vaal Uprising, the municipality will host service delivery summit together with key stakeholders. The objective of this meeting amongst others will be to review our current approach on service delivery in order to align with the model of People's Municipality in posture and approach. Our community want a corruption free City, and deserve a good government, quality services and implementation of transformation programmes that do away with unemployment, poverty and inequality.

I thank you.

MUNICIPAL MANAGER OVERVIEW

Emfuleni Local Municipality's Integrated Development Plan (IDP) for the financial year 2019/20 is prepared in compliance with Section 34 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).

During this period the municipality is placed under section 139(1) (b) and s139 (5) (a) of the Constitution of the Republic of South Africa. This intervention came on the heels of a number of engagements by both National and Provincial treasury in order to formulate a Financial Recovery Plan (FRP). The plan is intended to assist the municipality to turn around its current financial situation.

In line with the above, more emphasis will be placed on some key objectives that we deem necessary for the attainment of the Financial Recovery Plan, and this will include enhancement on the following:

- Governance
- Organisational Stability
- Urban Management/Service Delivery
- ICT
- Revenue
- Economic and Spatial Development

All the above will be incorporated into Performance Management to address proper compliance and reporting. The above will address on problems such as Business Continuity, Business Process Mapping, Recovery on Fleet and Facilities.

As we work to create a people's municipality, problems of waste management, water & sanitation, electricity and roads will soon be a thing of the past. We remain duty bound to get our internal systems to work; improve the quality of spending. In the financial year 2019/20, we will continue to grow appetite focusing on good governance.

The municipality has established a manager's Inter Governmental Relations (IGR) forum with the sole purpose of avoiding to work in silos as clusters, support each other and implement decisions/resolutions taken at provincial and national government.

Public participation in the municipality is coordinated through ward committees, Petitions committee, Public hearings, IDP & Budget Public Participation Meetings, Sectors engagement meetings and Mayoral Izimbizo. These forums are also utilized as report back platforms on service delivery matters.

In the modern era there cannot be an organisation which lacks risk management. There is a functional Risk Management unit which is a critical component of strategic management. Risk Management must be able to influence Strategy in relation to the major risks that the municipality is facing and must be informed by the extent of its risk exposure, be it financial, reputational or operational in nature. With the modern day economic uncertainties that directly and indirectly impact on the municipality's own business environment, risk management plays a crucial role in identifying both risks and opportunities that are present and to take a strategic position in minimizing the said risks and maximizing present opportunities for the benefit of its citizens.

The Financial Turnaround Strategy was adopted and aims at addressing key activities which have been identified as affecting Council operational efficiencies as well as costs and expenditure. They include, improved revenue collection, reduction in losses, reduction in expenditure and the creation of credible indigent register.

A significant performance milestone is the establishment of the body of knowledge and capacity in the Municipal Standard Charts of Accounts (mSCOA) throughout the organization. Managers, Assistant Managers and other supervisory levels have been trained in mSCOA hence the ability to map departmental business processes.

Measures are put in place to address the challenges such as ageing infrastructure, shortage of human resources, lack of capital funding for upgrading of waste water care works and replacement of outfall sewer lines. The challenges in sludge treatment at Sebokeng, Rietspruit and Leeuwkuil will be addressed under Sedibeng Regional Sanitation Scheme.

Efforts are underway to install water meters to unmetered households to enhance accurate billing; assist with network leak detection and improving the public satisfaction as part of revenue enhancement.

The intervention from provincial Roads and Transport in the program of patching potholes and re-gravelling our roads has given the Emfuleni Roads & Stormwater a relief as the shortage of resources has been a major challenge.

A total number of 188 employees have exited the institution; either through resignations, dismissals, retirements or ill. The municipality is in the process of filling all the critical posts as a starting measure to enhance organisational stability through recruitment.

The municipality has two main business districts, namely, Vereeniging and Vanderbijlpark. It forms the "heartland" of what was formerly known as the Vaal Triangle, renowned for its contribution to the iron and steel industry in South Africa, hence it is crucial that the municipality directs its efforts towards inner city rejuvenation.

The municipality remains on track in the promotion and support of Local Economic Development (LED) initiatives aimed at enhancing economic growth and providing infrastructure for investment attraction and promotion of Emfuleni as a tourist destination.

The Vaal River forms the southern boundary of ELM and its strategic location affords it many opportunities for tourism and other forms of economic development. ELM is rich in history as it encapsulates the South African War with the signing of the peace treaty in Vereeniging, heritage assets such as the Sharpeville Monument and the liberation struggle epitomized by the signing of the Constitution of the Republic of South Africa, 1996 in Sharpeville are some of the opportunities.

The Gauteng Provincial Government and Cabinet have approved the Township Economic Revitalisation (TER) strategy in December 2014. Specific to the work expected to be delivered by the department is the regeneration of the township industrial parks which are currently dilapidated or beyond state of operation.

Sebokeng Industrial Park has been identified as a key infrastructure project under the TER programme that needs to be revived within the Emfuleni Local Municipality.

According to the IDP, there has been an increase in the number of the unemployed. Industrial parks will play a very significant role and if all sectors play a part, the region will achieve an integrated economic growth. Part of ELM strategies is 'Reinventing our economy', and aligned to this strategy is to support continuous innovation to assist in the reinvention of the economy and job creation. The socio-economic well-being of the region depends on the good environment for its sustainability and this initiative presents opportunities for infrastructure development.

The 2019/20 IDP can be realised through working together

Thank you.

Mr. D NKOANE
MUNICIPAL MANAGER

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ACRONYMS

AIDS	Acquired Immuno Deficiency Syndrome
ANC	African National Congress
APC	African Peoples Convention
ARV	Anti-Retro Viral
BNG	Breaking New Grounds
CA	Chartered Accountant
Capex	Capital Expenditure
CBD	Central Business District
CDWs	Community Development Workers
CCTV	Closed Circuit Television
CoGTA	Cooperative Governance and Traditional Affairs
COPE	Congress of the People
CWP	Community Works Programme
DA	Democratic Alliance
DAFF	Department of Agriculture, Forestry and Fisheries
DBSA	Development Bank of Southern Africa
DEAT	Department of Environmental Affairs and Tourism
DED	Department of Economic Development
DG	Director-General
DLGH	Department of Local Government & Housing
DLA	Department of Land Affairs
DME	Department of Minerals and Energy
DP	Development Planning
DLG	Department of Local Government
DOH	Department of Health
DPLG	Department of Provincial and Local Government
DRP	Disaster Recovery Plan
DRT	Department of Roads & Transport
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
EAP	Employee Assistance Programme
EFT	Electronic Funds Transfer
EIA	Environmental Impact Assessment
ELM	Emfuleni Local Municipality
EPWP	Extended Public Works Programme
FBE	Free Basic Electricity
FBW	Free Basic Water
FF	Freedom Front
FML	Full Maintenance Lease
FRP	Financial Recovery Plan
FS	Financial Services
GAMAP	Generally Accepted Municipal Accounting Practice
GDP	Gross Domestic Product
GDP-R	Gross Domestic Product per Region
GDS	Growth and Development Strategies
GED	Gauteng Enterprise Propeller
GDE	Gauteng Department of Education
GGDS	Gauteng Growth and Development Strategy
GIS	Geographic Information System
GP	Gauteng Province
GPG	Gauteng Provincial Government
GRAP	General Recognised Accounting Practice

Ha	Hectare
HDI	Historical Disadvantaged Individuals
HIV	Human Immunodeficiency Virus
HOD	Head of Department
HR	Human Resources
HRD	Human Resource Development
ICT	Information Communication Technology
IDP	Integrated Development Plan
IGRA/-Act	Intergovernmental Relations Act
IMCI	Integrated Management of Childhood Illness
INEP	Integrated Electricity Programme
IT	Information Technology
IWEX	Industrial Waste Exchange
IWMP	Integrated Waste Management Plan
KM	Kilometers
KPA	Key Performance Areas
KPI	Key Performance Indicator
KV	Kilovolts
LDV	Light Delivery Vehicles
LED	Local Economic Development
LG	Local Government
LGWSETA	Local Government Water SETA
LRAD	Land Redistribution for Agricultural Development Programme
MAYCO	Mayoral Committee
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPCs	Multi-purpose Centers
MSA	Municipal Systems Act
MSS	Municipal Support Services
MVA	Megavolt Ampere
NER	National Electricity Regulator
NFPA	National Fire Protection Association
NGOs	Non-governmental Organisations
NQF	National Qualifications Framework
NRS	National Regulator Services
NSDP	National Spatial Development Perspective
NT	National Treasury
NWMS	National Waste Management Strategy
O&M	Operations and Maintenance
Opex	Operational Expenditure
PAC	Pan African Congress
PaC	Performance Audit Committee
PC	Personal Computer
PD	Previously Disadvantaged
PGDS	Provincial Growth and Development Strategy
PJEC	Principal Job Evaluation Committee
PMS	Performance Management System
PMTCT	Prevention of Mother to Child Transmission
PMU	Project Management Unit
POPs	Persistent Organic Pollutants
PS	Public Safety

PS & CD	Public Safety and Community Development
RBO	Relationship by Objective
RDP	Redistribution and Development Programme
RW	Rand Water
RSA	Republic of South Africa
SALGA	South African Local Government Association
SALGBC	South African Local Government Bargaining Council
SAM	Strategy-Alignment Management
SANCA	South African National Council on Alcoholism & Drug Dependence
SANCO	South African National Civics Organisation
SANDF	South African National Defence Force
SAPS	South African Police Services
SASS	South African Scoring System
SATSA	Southern Africa Tourism Services Association
SCADA	Supervisory Control and Data Acquisition Systems
SDF	Spatial Development Framework
SDM	Sedibeng District Municipality
SETA	Sector Education and Training Authority
SME's	Small and Micro Enterprises
SMME's	Small, Medium and Micro Enterprises
SMS	Short Message System
SO	Strategic Objectives
SRAC	Sports, Recreation, Arts and Culture
Stats-Sa	Statistics South Africa
STI's	Sexually Transmitted Infections
TB	Tuberculosis
TLB	Tractor Loader Backhoe
Ur	Unemployment rate
VCT	Voluntary Counseling and Testing
VIP	Ventilated Improved Pit
WCW's	Water Care Works
WMS	Water Management System
WRP	Water Resource Plan
WSA	Water Services Authority
WSDP	Water Services Development Plan
WWTW	Waste Water Treatment Works

CHAPTER 1

1. INTRODUCTION AND LEGISLATIVE FRAMEWORK

The supreme law, the Constitution of the Republic of South Africa (Act 106 of 1996), Section 152 and 153 on Local Government advocates for development and planning processes in municipalities. It further mandates the management, budgeting and planning functions and also outlines a clear indication of the intended purpose of municipal Integrated Development Planning (IDP). It furthermore demands of local government to improve inter-governmental coordination and cooperation to ensure integrated development across the three (3) spheres of government.

The White Paper on Local Government prescribe that municipalities must be responsible to work with communities and groups within communities in order to find sustainable ways to their social, economic and material needs, and also to improve the quality of their lives. The Municipal Systems Act (32 of 2000) defines Integrated Development Planning (IDP) as one of the core functions of a municipality in the context of its developmental orientation. The Act requires the IDP to be strategic and inclusive in nature and should link, integrate and coordinate other plans, while taking development proposals into account. It encourages alignment with the resources and capacity, while forming a policy framework on which annual budgets are based. The Integrated Development Plan (IDP) must be aligned with National and Provincial Development Plans and planning requirements. Chapter 4 of the Municipal Finance Management Act (MFMA), No. 56 of 2003, also supports by stating that the municipality must for each financial year approve an annual budget before the start of the financial year.

The political framework in which the 2019 – 2020 IDP and Budget are developed, has also been considered to Council adopted Financial Recovery Plan (FRP). The reviewed IDP has also considered Section 139 (1)(B) and section 139 (5)(a) Political interventions which are implemented through the Financial Recovery Plan (FRP). The FRP also emphasize the full involvement of all internal and external stakeholders for its successful implementation,

1.1 THE MUNICIPAL VISION, MISSION, VALUES & MOTTO STATEMENTS

1.1.1 VISION

A developmental city that continuously improves the quality of life of its community.

1.1.2 MISSION

Providing responsive, effective, efficient, and sustainable municipal services in an accountable manner.

1.1.3 VALUES

Subscribe to Batho-Pele Principles as well as being:

Responsive, Disciplined, Accountable & transparent, Respectful, and Honest.

1.1.4 MOTTO

"Vaal River City, the Cradle of Human Rights".

1.2. IDP REVIEW 2019/2020 PROCESS METHODOLOGY

The IDP review process takes place during each financial year. The Emfuleni Local Municipality (ELM) in compliance to the legislative framework has approved the Integrated Process Plan in August 2018. In the approved Integrated Process Plan public participation meetings/engagements have to be held during the IDP review and alignment process and the first round of public participation meetings are scheduled to take place between the 9 April 2019 and 25 April 2019. The purpose of these meetings is to solicit inputs and comments that will automatically inform the reviewed 2019/2020 IDP. Then the public and stakeholder engagement processes which commenced at the beginning of the political term of Office for 2016 – 2021 are repeated until end of the term in 2021.

All previous public participation meetings had a huge turnout. Issues raised by communities and stakeholder organizations during these engagements are then prioritised into tangible projects which are also costed. The draft IDPs must be presented to the District Municipality for coordination, (Exco), IDP & Budget Steering Committee, Audit and Performance Committee, Mayoral Committee and Council sitting for final approval.

Following are the IDP and Budget Integrated Process Plan, Summary of Calendar of Activities and Public Participation schedule which were all adopted by Council sittings.

1.2.1 IDP & BUDGET INTEGRATED PROCESS PLAN

ACTION PROGRAMME WITH TIME FRAMES

Date Required	Task/Action	Responsible person	Participants	Time Schedule
July	Prepare IDP & Budget Integrated Process Plan	Managers: IDP; Performance Management, Budget & CFO	All Executive Directors and Managers	July 2018
	Table draft IDP & Budget Integrated Process Plan	Managers: IDP, Performance Management, Budget & CFO	Exco, Audit & Performance Committee & MAYCO	July 2018
	Table WSDP Process Plan	Chief Director Utilities	Exco & Mayco	July 2018
	Signing and making public performance agreements of the Municipal Manager, Section 56 Managers	Municipal Manager & Manager: Performance Manager	Executive Directors and CFO	July 2018
August	Table the draft IDP & Budget Integrated - Process Plan	Managers: IDP, Budget and CFO	Executive Directors	August 2018
	Table the draft IDP & Budget Integrated - Process Plan	Managers: IDP, Budget and CFO	Joint IDP and Budget Steering Committee	August 2018
	Table the draft IDP & Budget Integrated Process Plan	Managers: IDP, Budget and CFO	Members of the Performance Audit Committee (PaC) and Audit Committee	August 2018
	Table the IDP & Budget Integrated Process Plan	MMC: Corporate	Mayco	August 2018

Date Required	Task/Action	Responsible person	Participants	Time Schedule
	Approve the IDP & Budget Integrated Process Plan	Executive Mayor	Council	August 2018
	Audit data on approved developments and funded planned projects (Provincial & Local)	Executive Directors	AEDP, Basic Services, Finance, IPAM and Public Safety clusters	August 2018
	Drafting of the Annual Report	Manager: Performance Management	All Clusters	August 2018
	Signing and making public performance agreements of the Municipal Manager and Section 56 Managers	Manager: Performance Management	Executive Directors	August 2018
	Drafting of the Annual Report	Manager: Performance Management	Executive Directors	August 2018
	4 th Quarter Performance Report	Manager: Performance Management	Executive Directors	August 2018
	Prepare 2017/18 Annual Performance Report	Manager Performance Management	Executive Directors	August 2018
	Table 2017/18 Draft Annual Report	Executive Mayor	Council	August 2018
	Table 4 th Quarter 2017/18 Performance Report	Manager Performance Management	Performance Audit Committee (PaC)	August 2018
	Table 4 th Quarter 2017/18 Performance Report	Manager Performance Management	Mayco	August 2018

Date Required	Task/Action	Responsible person	Participants	Time Schedule
	Table 4 th Quarter 2017/18 Performance Report	Executive Mayor	Council	August 2018
	Table 2017/18 Annual Performance Report	Manager Performance Management	Performance Audit Committee (PaC)	August 2018
	Table 2017/18 Annual Performance Report	Manager Performance Management	Mayco	August 2018
	Table 2017/18 Annual Performance Report	Executive Mayor	Council	August 2018
	Table the Adjustments Budget in terms of regulation 23(5) of the Municipal Budget and Reporting Regulations (MBRR) of 2009 in Council.	Executive Mayor	Council	August 2018
September	Table the draft WSDP Process Plan	Chief Director: Utilities	Exco	September 2018
	Table the WSDP Process Plan	Chief Director: Utilities	Mayco	September 2018
	CFO Forum	CFO	Provincial Treasury	September 2018
	Strategic Risk Profile Overview Presentation to the Mayoral Committee	CRO	Exco	September 2018
	MEC/MMC's Forum	CFO	Provincial Treasury	September 2018
	Strategic Risk Profile Overview Presentation to the Mayoral Committee	CRO	Mayco	September 2018

Date Required	Task/Action	Responsible person	Participants	Time Schedule
October	Review capital investment programme and inform departments in writing of the SDF review initiatives. Send SDF CDs to departments for inputs and comments.	DMM : AEDP	All ELM clusters	October 2018
	1 st Quarter Performance Report	Manager: Performance Management	All Clusters	October 2018
	IDP & Budget Public Participation meetings	Speaker's Office	Community	October 2018
November	IDP and Budget Strategic session	Office of the Executive Mayor	Political Management Team (PMT), Mayco, IDP & Budget Steering Committee, Exco, IDP & Budget Managers	November 2018
	Table minutes of Public participation meetings, outcomes of strategic session and draft analysis Phase	Manager Performance Management	Exco	November 2018
	Table minutes of Public Participation meetings, outcomes of strategic session and draft analysis Phase	Manager: Performance Management	Joint IDP and Budget Steering Committee	November 2018
	Solicit comments or additional information from all ELM departments, adjoining municipalities, provincial departments and external stakeholders to inform SDF review initiatives.	ED : AEDP& H	All ELM Clusters	November 2018

Date Required	Task/Action	Responsible person	Participants	Time Schedule
	Table 1 st Quarter 2018/19 Performance Report	Manager: Performance Management	Performance Audit Committee (PaC)	November 2018
	Table 1 st Quarter 2018/19 Performance Report	Manager: Performance Management	Mayco	November 2018
	Table 1 st Quarter 2018/19 Performance Report	Executive Mayor	Council	November 2018
	Distribution of 2019/20 Budget Input Documents to Clusters	CFO	All Clusters	November 2018
	GIS verification, capturing, editing of data/maps and final analysis of maps, tables and text for the final product that supports the presented narratives.	Executive Director: AEDP& H	AEDP& H (LM GIS Division)	December 2018-January 2019
December	MEC/MEC's Forum	CFO	Provincial Treasury	December 2018
January	Review of strategies phase and Projects	Executive Directors	Exco	January 2019
	2018/19 2 nd Quarter Performance Report	Manager: Performance Management	All Clusters	January 2019
	Preparation of 2018/19 Midyear and Budget Performance Assessment	Manager: Performance Management	All Clusters	January 2019
	Table 2018/19 Midyear and Budget Performance Assessment	Manager: Performance Management	Performance Audit Committee (PaC)	January 2019

Date Required	Task/Action	Responsible person	Participants	Time Schedule
	Table 2018/19 Midyear and Budget Performance Assessment	Manager: Performance Management	Mayco	January 2019
	Table 2018/19 Midyear and Budget Performance Assessment	Executive Mayor	Council	January 2019
	Strategic Risk Assessment aligned to reviewed strategies with key risk mitigation actions considered in IDP and Budget	CRO	Exco and Mayco	January 2019
	Submission of Budget inputs by Clusters to the Budget department	All Clusters	All Clusters	January 2019
	Engagement with the Provincial Treasury on the Mid-year performance	Manager: Performance Management	All Clusters / Provincial Treasury	January 2019
February	Review of strategies phase and Projects	Executive Directors	Audit Committee	February 2019
	Approval of the adjustment Budget	Manager: Budget/CFO	Council	February 2019
	Presentation of the final draft SDF document to all relevant departments and external stakeholders for comments and inputs (Public participation)	Executive Directors: AEDP& H	All ELM Clusters	February 2019
March	Mid-year reports and Adjustment budgets	CFO	Provincial Treasury	February 2019
	Presentation of draft IDP and Budget	Managers: IDP, Budget	Exco	March 2019
	Presentation of draft IDP and Budget	Managers: IDP, Budget	Budget Panel	March 2019








Date Required	Task/Action	Responsible person	Participants	Time Schedule
	Presentation of draft IDP and Budget	Managers: IDP, Budget	Joint IDP and Budget steering Committee	March 2019
	Presentation of draft IDP and Budget	Managers: IDP, Budget	Finance Section 80	March 2019
	Presentation of draft IDP and Budget	Managers: IDP, Budget	Mayco	March 2019
	IDP and Budget workshop	Managers: IDP, Budget	All Councillors	March 2019
	Tabling of draft IDP, SDBIP and Budget	Executive Mayor	Council	March 2019
	IDP and Budget Public Participation meetings	Offices of the Executive Mayor & Speaker	Emfuleni Community, Councillors and senior officials	April 2019
April	2018/19 3 rd Quarter Performance Report	Managers: IDP and Budget & CFO	All Clusters	April 2019
May	Submission of the draft Reviewed SDF (2018/2019) document to SMT, Section 80, Mayco and Council for consideration and approval	Executive Directors: AEDP & H	All ELM Clusters	April 2019
	Table the outcomes of public participation meetings	Managers: IDP and Budget & CFO	Exco	May 2019
	Table the outcomes of public participation meetings	Managers: IDP and Budget & CFO	Joint IDP and Budget Steering Committee	May 2019
	Table the outcomes of public participation meetings	MMC: Corporate	Mayco	May 2019

Date Required	Task/Action	Responsible person	Participants	Time Schedule
	Presentation of the final IDP and Budget	Managers: IDP and Budget & CFO	Exco	May 2019
	Presentation of the final IDP and Budget	Managers: IDP and Budget & CFO	Audit Committee	May 2019
	Presentation of the final IDP and Budget	Managers: IDP and Budget & CFO	Joint IDP and Budget Steering Committee	May 2019
	Tabling of the final IDP and Budget	MMC; Corporate	Mayco	May 2019
	Approval of the final IDP and Budget	Executive Mayor	Council	May 2019
	Table 2018/19 3 rd Quarter Performance Report	Executive Directors, Performance Manager	Performance Audit Committee (PaC)	May 2019
	Table 2018/19 3 rd Quarter Performance Report	Executive Directors, Performance Manager	Mayco	May 2019
	Table 2018/2019 3 rd Quarter Performance Report	Executive Mayor	Council	May 2019
June	Table Draft 2019/20 SDBIP's	Executive Directors, Performance Manager	Performance Audit Committee (PaC)	June 2019
	Approval of Draft 2019/20 SDBIP's	Executive Directors, Performance Manager	Executive Mayor	June 2019
	Approval of Final 2019/20 SDBIP's	Executive Directors, Performance Manager	Executive Mayor	June 2019
	Tabling of 2019/20 SDBIP	Executive Directors, Performance Manager	Council	June 2019

1.2.2. SUMMARY OF CALENDER OF ACTIVITIES

Month	Activities	07/ 2018	08/ 2018	09/ 2018	10/ 2018	11/ 2018	12/ 2018	01/ 2019	02/ 2019	03/ 2019	04/ 2019	05/ 2019	06/ 2019
Jul 2018	Tabling of Integrated Process Plan to Exco												
Aug	Tabling of Integrated Process Plan to Council												
Sept	Tabling of 2017/18 Draft Annual Performance report to Council												
Oct	IDP & Budget public participation meetings												
Nov	IDP and Budget Strategic Session												
Dec	GIS verification, capturing editing of dates												
Jan 2019	Tabling 2018/2019 Mid-year & Budget performance assessment												
March	Presentation of the draft IDP & Budget to Mayco												
March	Presentation of the draft IDP & Budget to Council												
Apr	IDP & Budget public participation meetings												
May	Approval of Final IDP & Budget to Council												
Jun	Tabling 2019/20 SDBIP to Council												

Colour Coating according to different Departments

	Integrated Development Planning		Spatial Development Framework		Strategic Risk Assessment
	Budget		Performance Management		
	IDP & Budget		Water Services Development Plan		

1.3. IDP DEVELOPMENT AND KEY PRIORITIES

The following commitments and priorities are derived from Section 139. 1 (b), Turn-Around Strategy and the mandatory Financial Recovery Plan (FRP) and are also aligned to national/provincial and district plans/ program and initiatives.

Special focus is also given to the following:

1. 8 Financial Recovery Plan (FRP) strategies of:
 - 1.1. Financial Planning and Credible Budgeting;
 - 1.2. Financial Management
 - 1.3. Revenue Management and Enhancement;
 - 1.4. Service Delivery and Infrastructure Development and Management;
 - 1.5. Governance and Stakeholder Management
 - 1.6. Service Delivery/Operating Model;
 - 1.7. Human Resource Management and Organisational Restructuring
 - 1.8. Economic Development.

The above strategies are in relation to the commitments and priorities as derived from the FRP, and will be implemented in conjunction with those listed below:

2. Institutional Stability
3. Public Participation
4. Clean City
5. Economic Development and Creation of Decent Living Conditions
6. Good Governance
 - Improve Revenue Collection
 - Managing Expenditure
 - Reduction of Losses
 - Improved Indigent Register.

1.4. MEC COMMENTS ON 2018/19 IDP

A provincial IDP engagement is held annually with the Gauteng Provincial Government to discuss plans encapsulated in the IDP and provincial sector department plans. Section 32 (2000) of the Municipal Systems Act, stipulates that, the Provincial Government, through the Member of Executive Council (MEC) of CoGTA should make written comments to the Executive Mayor regarding the IDP. The table below indicates comments received from MEC CoGTA as well as ELM responses for the issues raised: -

MEC COMMENTS	RESPONSE
<p>SECTION 1: CROSS-CUTTING OBSERVATIONS.</p> <p>A notable trend has been observed across all municipalities with regards to the decline in the use of time-series data from the 2016/17 – 2017/18 municipal financial years. It is important that municipalities use time-series data as it assists in tracking the performance of specific indicators. Where there is no time-series data, it is impossible to monitor and track how</p>	<p>The Emfuleni Local Municipality (ELM) welcomes the inputs as presented by the Office of the MEC. It is worth noting that the Municipality has been consistent in its approach to time-series data. The previous documents consist comparisons between 2001, 2011 and 2016 statistical information as a means to track development over the</p>

<p>municipalities are performing in specific key areas.</p> <p>This decline in the use of time-series data further makes it unclear where there is an improvement or decline as well as how the municipalities are performing in terms of service delivery. Time-series data is important to use in the Integrated Development Plan as it provides a deeper insight into why certain phenomena might be taking place in the municipalities, such as community protests, because the rise or decline of specific issues can be easily tracked. Time-series data further allows communities to hold municipalities and political leaders accountable on the developmental trajectory of their communities. Municipalities are thus urged to make use of time-series data in the IDP, and to use at least two data points in doing so.</p> <p>Related to the above is the need for municipalities to improve their benchmarking efforts. Many of the indicators, including in key areas such as education, have not been benchmarked which makes it challenging to conduct a comparative analysis across our municipalities. While time-series allows for tracking indicator performance, benchmarking allows for comparing municipalities amongst themselves as well as how they fare with provincial and national averages so that a comprehensive developmental picture can be painted. Benchmarking further makes it easier to note where things are going well and not, and to intervene appropriately before the situation deteriorates – while also allowing for replication of best practices within the province.</p> <p>It has further been noted that there is limited use of migration statistics in all IDPs. There is evidence of data to measure the magnitude of migration inflows into the province but not at the municipal level. This type of analysis is crucial to give a sense of the preparedness of our municipalities to begin to develop strategies and mitigation measures to address migration into their respective spaces. The use of such data is important to aid the municipality in planning and managing its resources effectively – including the demand for services and the infrastructure required to meet the demand. Thus, it is important that municipalities improve the usage of their migration statistics because it is not possible to manage something until it has been measured.</p>	<p>years.</p> <p>The 2019/2020 document has chosen Mangaung municipality for the purpose of benchmarking.</p> <p>Based on the relative similarities in terms of population size, it was deemed necessary that Mangaung becomes the area of focus. ELM serves as an entry point for migrants from the neighbouring Free State province, hence migration patterns and its dynamics becomes paramount in the development of the document.</p> <p>The municipality has witnessed a tremendous improvement in the education performance in 2018 Matric results. The same improvements were also witnessed in the neighbouring Free State province. Hence the need for benchmarking with Mangaung on the field of education.</p> <p>In the Budget speech of 2019, the Minister of Finance highlighted the need to enhance or improve education, health and infrastructure budget.</p> <p>It is for this reason that ELM cannot ignore educational issues in its development of the 2019/20 IDP document. Education remains the best tool in fighting poverty and inequality, and ultimately provides a path to social mobility.</p>
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SECTION 2: MUNICIPAL-SPECIFIC OBSERVATIONS	
SPATIAL DEVELOPMENT PLANNING	
<p>Capitalising on Proximity: the IDP does not provide spatial representation of movement patterns within the municipality nor indicate transportation linkages with neighbouring municipalities. In the review of SDF, a full and comprehensive transport study analysis should be conducted that will determine public transport opportunities for Emfuleni LM as well as connectivity opportunities into neighbouring municipalities and align with GSDF 2030.</p> <p>Managing new settlement development: The spatial component of the IDP provides a comprehensive analysis of the existing housing topologies, their locations and projected yield for the various topologies, however, there is a lack of spatial representation of such. Spatial representation of the housing demand and yield are required in addition to the proposed residential areas.</p> <p>Urban development boundary has been delineated in SDF map however there is no strategy that accompany the boundary and emphasize the importance of growth management. The municipality is urged to expand on the map highlighting the development boundary by providing a narrative that explains the boundary and how it will lead to inward investment within its jurisdiction</p> <p>Several locations proposed for residential uses are not clearly linked to transport or mobility support, and the link to local economic development is unclear or not addressed. It is advisable that the municipality pays greater consideration on local economic development in support of future residential development with clear transport or mobility connections.</p>	<p>Please refer to Section 2 of the SDF, item 2.4 on Transportation, pages 41 to 49 which deals in depth on Movement Patterns, Road Networks, Rail Network, Public Transport and Airports.</p> <p>Also, please see Section 5 item 5.1.8. Land Use and Transportation Integration, pages 144 to 154 which emphasises that the backbone of any efficient urban structure is the integration of land use with transportation networks.</p> <p>However, please note that the formulation of the Integrated Transport Plan is the competency of the District Municipality. In light of the above, Sedibeng District Municipality (SDM) will engage in this regard.</p> <p>On the section dealing with comments on Managing new settlements, we have noted those. A map showing the demand and yield for housing will be included in the reviewed SDF 2019 to 2020 document.</p> <p>On Urban development Boundary, comments have also been noted and a narrative will be provided in the reviewed document.</p> <p>Kindly refer to section 3 of the SDF item 5.6, titled township modernisations (Modernisations programme and programme application) pages 204 to 210 and a spatial representation of the township modernisation projects on diagram 31, page 208.</p> <p>In 2013, an appointed service provider, Urban Dynamics was appointed by ELM to draft the Vereeniging Inner City Regeneration Strategy. The Strategy was subsequently approved by Council in 2014 and now awaits implementation.</p> <p>The agricultural HUB in the SDF is clearly delineated in terms of figure 29, and is situated to the west of the designated urban area.</p> <p>Once the environmental management</p>

<p>Building an Economic Network: It is observed that the EMSDF does not provide guidance or development initiatives for township regeneration and integrating efforts to nodal activities within the municipality. In order to address the above-mentioned statement, a detailed precinct plans and urban design frameworks are needed for Vereeniging area to be developed as per GSDF 2030 spatial integration and township regeneration development interventions.</p> <p>Creating a Viable and Productive Hinterland: Intensive and extensive agriculture are identified in the Framework map but in general agriculture is not addressed. Partnership with Department of Agriculture for various projects are mentioned but is not further unpacked or spatially presented. Pollution as a thread to the Agriculture Sector is mentioned but how the IDP proposes to counter this thread is not clear. MSDF to spatially indicate where existing small-scale agriculture activities and agro processing are situated and where such activities are encouraged. Clarity is also required regarding the municipal view on agricultural holdings. The IDP seems to indicate that agricultural holdings are viewed not as areas for agriculture uses but as areas for peri-urban uses.</p>	<p>framework document to be produced to by the GPG on behalf of ELM is finalised, ELM will rely extensive on its content to produce detailed environmental mitigating measures that will deal with pollution problems.</p>
<p>SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT.</p> <p>Waste management: The municipality is handling waste management in silos by separately focusing on each aspect of waste management (e.g. household collection, street sweeping, landfill site operation and management, removal of illegal dumps). In order to deal with all aspects of waste management sustainably and effectively (since they all affect each other) the draft 2015 Integrated Waste Management Plan developed must be approved and</p>	<p>An updated integrated waste management plan for Emfuleni is currently being developed with the assistance and support from DEA. Once the document has been approved it will be implemented as planned.</p> <p>The bin distribution program was initiated in 2015 and the project managed to distribute a total of 13 040 bins within the areas of Vanderbijlpark and Vereeniging. However, this program could not be finalised due to</p>

implemented by the municipality. The municipality must also provide dustbins to all the settlements in its jurisdiction.

Biodiversity: The municipality should develop a bioregional plan to deal with overgrown vegetation and alien invasive plant species, which are mentioned as highly problematic in the area especially along the Vaal River. Also, undergo a rehabilitation programme which eradicates alien invasive plant species and replaces them with indigenous vegetation across the municipality. Furthermore, conduct arboriculture maintenance of overgrown trees along the river and in the communities (specifically parks) to promote cleanliness and greening.

Environmental Awareness Campaigns: it is important that municipality conduct environmental awareness campaigns to educate the communities about the impact of negative environmental practices such as illegal dumping and pollution in general on communities. These challenges have been reported in the IDP to be on rampage in the municipality. Against the above-mention backdrop, the municipality is advised to undergo regular awareness campaigns and feed into the provincial *Bontle-Ke-Botho* campaigns which promote cleaning and greening of communities.

Environmental Strategies: To deal with climate change concerns highlighted in the IDP such as increased temperatures related to global warming and air pollution, disasters such as consistent flooding since 2008 and heat waves Emfuleni is recommended to implement the Let's Respond Toolkit developed for municipalities to handle disasters linked to climate change. The municipality must also adopt and implement the Sedibeng District Climate Change Mitigation Strategy to mitigate negative climate change impacts in the municipality.

shortage of funds. The municipality hopes to revive this program with the assistance of GDARD who has committed to purchase 20 000 bins for Emfuleni for delivery before June 2019.

The municipality has managed to develop and implement various successful environmental awareness raising campaigns in partnership with a number of stakeholders which include the following: (Randwater, GDARD, DEA, DoE etc).

Some of the campaigns conducted are door-to-door campaigns which are done by the illegal dumps removal teams which are implemented on monthly and quarterly basis.

There is an annual maintenance program for grass cutting and arboricultural maintenance is approved internally and forms part of the SDBIP. The program is implemented within the available budget. Equipment take too long before it can be repaired and this has a negative effect on the amount of areas to be maintained.

In order to mitigate the impact created by budget constraints, non-availability of equipment and staff shortages, the municipality has promoted and formed partnerships with the community to maintain certain identified areas. Challenges in executing the maintenance program are that no funding is provided on the operational budget and there are no functional equipment and staff to execute the plan as approved. The budget for the cutting of grass is only sufficient to cut the area.

The department intends to submit a business plan to the relevant provincial department to request funding for a program that will focus on the arboricultural maintenance of trees.

Challenges in executing the maintenance program are that no funding is provided on the operational budget and there are no functional equipment and staff to execute the plan as approved. The budget for the cutting of grass is only sufficient to cut the area.

The department intends to submit a business

	<p>plan to the relevant provincial departments to request funding for a program that will focus on the arboricultural maintenance.</p> <p>The municipality do hold extensive environmental education and awareness takes place in communities by:</p> <p>1) Environmental Education and awareness Campaigns</p> <p>a) Major Environmental days are commemorated every year in Emfuleni Local Municipality to promote Environmental education and awareness.</p> <ul style="list-style-type: none"> - National Arbor Week - International Environment Day - Water Week -World Wetlands Day - Botle-ke-botho campaign s already taking place within the municipality. <p>On the environmental Strategies for climate change Emfuleni Local Municipality has adopted the lets Respond Toolkit, a guide to integrating climate change risks and opportunities into municipal planning.</p> <ul style="list-style-type: none"> - The identification of a responsible department for this function in the municipality was done. <p>The Disaster Management Plan (Level 3) has been developed to include disasters like the flooding to properties in certain areas and expected mitigation plans which must include maintenance of storm water drainage systems and channels by the roads department.</p>
<p>FINANCIAL VIABILITY</p> <p>The following issues are brought to your attention, which have rendered the adopted budget to be deemed unfunded:</p>	<p>Unfunded Budget comment has been duly noted. ELM adopted a re-based budget for 2018/2019 which ensured that the anticipated revenue was realistic and the expenditure was affordable in line with the</p>

<ul style="list-style-type: none"> • Low collection rate due to lack of enforcement of credit control and debt collection policy. • Low economic growth and high unemployment. • Lack of adequate budgeting for repairs and maintenance • Under provision for debt impairment to have a surplus budget. • No cash-backed reserves • Low cash to pay-off all the creditors and the municipality won't be able to meet its short-term obligations as it does not have any cash coverage. 	<p>rebased revenue.</p> <p>This resulted in reduction of expenditure by 400 million as compared to the 17/18 budget.</p> <p>The low collection rate comment is noted. The municipality has terminated the debts collection contract of MBD which was unaffordable and did not assist with collection of the debtors' book.</p> <p>Council has approved the Financial Recovery Plan (FRP) which was drafted by National Treasury and subsequently approved by the Gauteng and subsequently approved by the Gauteng MEC for Finance. The FRP will address all comments raised by the MEC.</p>
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1.5. PUBLIC PARTICIPATION MEETINGS

Public Participation is the main vehicle through which Council is able to develop and practice a culture of community engagement as required by legislation. The Political Management Team (PMT) and IDP Office, led by the Office of the Speaker, is responsible for ensuring proper coordination of the following meetings and engagements: -

- National, Provincial, District and Mayoral *Izimbizo* programs;
- Councillors' Public/Community Meetings; and
- Outreach programs by different Emfuleni Local Municipality departments, including IDP & Budget Public Participation meetings

According to the Legislation, Ward Councillors are expected to convene at least one public meeting per ward per quarter but the Office of the Speaker, through its Public Participation Policy encourages Ward Councillors to hold public meetings every month to insure constant contact and communication with their constituencies.

Section 28 (3) and 21 of the Municipal Systems Act, 2000 (Act 32 of 2000), as well as Section 21 (1) (a) of the Municipal Finance Management Act, 2003 (Act 56 of 2003) requires that all community members take part in IDP and Budget Public Participation Meetings. The Act requires that the process be followed on the preparation and finalization of the IDP to have mechanisms and procedures for public participation and stakeholder involvement. It stipulates that the community should be consulted with regard to their developmental needs and priorities. In compliance with the Act, Emfuleni Local Municipality has developed an IDP process plan spelling out the process that should be followed when reviewing the IDP for 2019/20 financial year. The Act considers public participation as the backbone for the IDP process.

In the month of April 2019, the offices of the Executive Mayor, Speaker and the IDP in collaboration with Ward Councillors embarked on a program of Public Participation program. The purpose of the meetings was to present the draft IDP & Budget for 2019/2020 financial year in order to solicit comments. The notice of the meetings was placed in two local newspapers fourteen days prior to the commencement of the program as required by the Municipal Systems Act.

A total of 08 public participation meetings were held to afford the community the opportunity to consider the draft review Budget and IDP before adoption by the Council in May 2019. Loud hailing was also used to mobilize the community for the meetings and pamphlets were distributed. Community members were ferried to and from the venues as outlined here below:

1.6.1. IDP & BUDGET PUBLIC PARTICIPATION SCHEDULE

REGION	WARD NO.	DATE	VENUE	TIME
Region 1	18, 29, 37, 38, 39, 42 & 44	09 April 2019	Mafatsane Hall	16h30
Region 1B	19, 20, 24, 26, 40, 41 & 43	10 April 2019	Wilberforce College Hall	16h30
Region 4	2, 17, 27, 28, 30, 31, 32, 33, 34, 35 & 36	11 April 2019	Saul Tsotetsi Sports Centre	16h30
Region 3	11, 12, 13 & 14	16 April 2019	Sharpeville Community Hall	16h30
Region 2C	3, 8 & 22	17 April 2019	Boipatong Community Hall	16h30
Region 2B	6, 7, 23 and 25	23 April 2019	Bophelong Community Hall	16h30
Region 2C	4, 5, 9 and 10	24 April 2019	Eligwa Primary School	16h30
Region 3B	1, 11, 15, 16, 21 & 45	25 April 2019	Vereeniging Banquet Hall	16h30

1.6.2. MINUTES OF THE DISCUSSIONS/ENGAGEMENTS AT THE MEETINGS:

Minutes of the individual meetings as informed by the schedule above are available at the IDP Office on the 4th Floor, Corner Klasie Havenga and Frikkie Meyer Boulevard, Vanderbijlpark.

1.6.3. SUMMARY OF CHALLENGES RAISED AT COMMUNITY MEETINGS FACING THE MUNICIPALITY

The municipality has identified 11 common challenges across the 45 wards for 2019/20 financial year that should be borne in mind when pursuing development priorities. The challenges which are internal and community-based are as follows:

- 1) High level of poverty and unemployment;
- 2) Threatened financial sustainability and viability;
 - Slow pace of indigent registration process by the community.
 - Unmetered/bridged metres

- Persistent culture of none payment by the communities
- 3) Infrastructure backlog;
 - Sewer spillages
 - Resealing/patching of potholes
 - 4) Inadequate service delivery;
 - 5) Housing backlogs;
 - 6) Ineffective public transport system;
 - 7) Climate change and environmental degradation;
 - 8) Inadequate recreational facilities;
 - 9) Protests and unrests leading to political instability
 - 10) Fraud and corruption;
 - 11) Unstable Information Technology network

1.7. ALIGNMENT PROCESS

The reviewed IDP has also taken into consideration National, Provincial and District-wide plans. As reflected in the preceding chapters, there is proper alignment of this review IDP with NDP, Back to Basics, Gauteng Ten Pillars, and Sedibeng Growth and Development Strategy (GDS). Emfuleni Local Municipality has adopted the Sedibeng District-wide Growth and Development Strategy (GDS) document and the manifesto of the majority party.

GDS 2/ ELM	ELECTION MANIFESTO AS ADOPTED BY COUNCIL	GAUTENG 10 PILLARS OF TURNAROUND MODERNISATION AND INDUSTRIALISATION	BACK TO BASICS	NATIONAL OUTCOMES
<ol style="list-style-type: none"> 1. Reinventing our economy 2. Renewing our communities 3. Reviving a sustainable environment 4. Reintegrating our region 5. Releasing human potential 6. Good and Financial sustainable governance 7. Deepening democracy 	<ol style="list-style-type: none"> 1. Basic Services 2. Municipal Services and Outsourcing 3. Public Participation and Accountability 4. Municipal Capacity 5. Local Economy and Job Creation 6. Fraud and Corruption in Local Government 7. Crime in Communities 8. Education in communities 9. Community Health 10. Climate Change 11. Integrated Communities 12. Social Cohesion and Nation Building 	<ol style="list-style-type: none"> 1. Radical economic transformation 2. Decisive spatial transformation 3. Accelerated social transformation 4. Transformation of the state and governance 5. Modernisation of the public service 6. Modernisation of the economy 7. Modernisation of human settlements and urban development 8. Modernisation of public transport infrastructure 9. Re-industrialisation of Gauteng province 10. Taking the lead in Africa's new industrial revolution 	<ol style="list-style-type: none"> 1. Putting people first 2. Service Delivery 3. Good Governance 4. Sound Financial Management 5. Building Capable Local Government Institutions 	<ol style="list-style-type: none"> 1. Improved quality of basic education 2. A long and healthy life for all South Africans 3. All people in South Africa are and feel safe 4. Decent employment through inclusive economic growth 5. A skilled and capable workforce to support an inclusive growth path. 6. An efficient, competitive and responsive economic infrastructure network. 7. Vibrant, equitable and sustainable rural communities with food security for all. 8. Sustainable human settlements and improved quality of household life 9. A responsive, accountable, effective and

GDS 2/ ELM	ELECTION MANIFESTO AS ADOPTED BY COUNCIL	GAUTENG 10 PILLARS OF TURNAROUND MODERNISATION AND INDUSTRIALISATION	BACK TO BASICS	NATIONAL OUTCOMES
				<p>efficient local government System.</p> <p>10. Environmental assets and natural resources that is well protected and continually enhanced.</p> <p>11. Create a better South Africa and contribute to a better and safer Africa and World.</p> <p>12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</p>

CHAPTER 2

2. TARGETS & ACHIEVEMENTS

2.1 ONE YEAR TARGETS AND ACHIEVEMENTS

PUBLIC WORKS

IDP Code	Performance Indicator	Mid-Year (07/2018 - 12/2018) Actual
EL.01	Reduce Electricity Distribution Losses to Less than 28.00% in 2018 / 2019	28.75
EL.02	Number of Public Light Fittings Maintained / Replaced in 2018 / 2019	597
EL.03	Number of Public High Mast Light Maintained / Replaced in 2018 / 2019	63.00
EL.04	% of Budget Spent on Electricity Repairs and Maintenance in 2018 / 2019	28.00
EL.05	Number of Energy Saving Public Awareness Campaigns Implemented in 2018 / 2019	2.00
EL.06	% Compliance to Average Turnaround Time (24 hours) to Restore Electricity Service Interruptions in 2018 / 2019	84.98
EL.07	Number of Large Power Users (LPU's) Installed with Online Meter Reading Metering and Billing Systems in 2018 / 2019	308.00
EL.08	Number of Formal Houses within the NERSA Licensed Area of the Municipality Connected to Electricity Network by Means of Electricity Meters in 2018 / 2019	55 818.00
EL.09	Number of Business Plans Submitted in order to Obtain Funding in 2018 / 2019	1.00
RS.01	km of Tarred Municipal Roads and Streets Resealed in 2018 / 2019	2.11
RS.02	m ² of Potholes in Tarred Municipal Roads and Streets Patched in 2018 / 2019	2 001.62
RS.03	Number of Storm Water Catch-Pits Cleaned in 2018 / 2019	600.00
RS.04	m of Concrete Canals Cleaned in 2018 / 2019	723.00
RS.05	m of Storm Water Concrete Pipes Cleaned in 2018 / 2019	124.00
RS.06	m ² of Road Markings Painted in 2018 / 2019	5 148.42.21
RS.07	Number of Road Signs Replaced in 2018 / 2019	240.00
RS.08	km of Municipal Gravel Roads Re-Gravelled in 2018 / 2019	90.88
RS.09	m of Gravel Channels Cleaned in 2018 / 2019	161.30
EP.01	% of Annual Environmental Management Plan Implemented in 2018 / 2019	96.98
SW.01	% of Weekly Household Waste Collection Services Completed as per Schedule in 2018 / 2019	28.41
SW.02	% of Completed Solid Waste Collection Schedule for Informal Settlements in 2018 / 2019	6.45

IDP Code	Performance Indicator	Mid-Year (07/2018 - 12/2018) Actual
SW.03	m³ of Reported Illegal Solid Waste Dumps Cleaned in 2018 / 2019	25 204.00
SW.04	% Legal Compliance on Average for All Landfills in 2018 / 2019	0.00

UTILITIES AND SPECIAL PROJECTS

IDP Code	Performance Indicator	Mid-Year (07/2018 - 12/2018) Actual
PW.01	% SANS 241 Compliance on Average for Potable Water Quality in Rand Water Supply Areas in 2018 / 2019	98.70
PW.02	Reduce Waters Losses to Less than 25.36% of Water Supplied by Rand Water in 2018 / 2019	35.50
PW.03	% SANS 241 Compliance on Average for Potable Water Quality of Vaaloewer Purification Plant (Blue Drop Requirements) in 2018 / 2019	54.90
PW.04	Number of Formalized Urban Stands with Access to the Potable Water Reticulation Network in 2018 / 2019	181 736.00
PW.05	% of Faulty Meters Repaired / Replaced in 2018 / 2019	59.72
PW.06	% Compliance to Turnaround Time (48 hours) to Restore Potable Water Service Interruptions in 2018 / 2019	45.28
PW.07	% Reduction of Minimum Night Flows in Areas with Excessive Losses in 2018 / 2019	No projection at midyear
CC.01	Number of Public Awareness Programme (Stakeholder Consultations) in 2018 / 2019	23.00
WW.01	% Compliance with Discharge License Requirements on Effluent Quality at Riestpruit, Sebokeng and Leeuwkuil Waste Water Treatment Works in 2018 / 2019	58.00
WW.02	Number of Formalized Stands with Access to the Waste Water Network System in 2018 / 2019	182 492.00
WW.03	% Compliance to Turnaround Time (24 hours) to Restore Waste Water Service Interruptions in 2018 / 2019	60.33

COMMUNITY SERVICES

IDP Code	Performance Indicator	Mid-Year (07/2018 – 12/2018) Actual
BL.01	Number of By-Law Inspections Conducted in 2018 / 2019	2 789.00
BL.02	Number of Joint By-Law Operations Conducted in 2018 / 2019	38.00
BL.03	% of By-Laws Developed in 2018 / 2019	50.00
SD.01	Number of Municipal Health Inspections Conducted in 2018 / 2019	3 896.00
SD.02	Number of Household Indigent Applications Verified in 2018 / 2019	2 175.00
SD.03	% of Indigent Burial Applications Verified in 2018 / 2019	100.00
SD.04	Number of Social Development Programs (Campaigns) Implemented in 2018 / 2019	08.00
PC.01	% Compliance to Average Turnaround Time (3 days) for the Provision of Graves for Burial Purposes in 2018 / 2019	100.00
PC.02	m ² of Verified Grass Cuts at Cemeteries in 2018 / 2019	1 158 832.00
PC.03	Number of Trees in Public Open Spaces Pruned and Cut in 2018 / 2019	536.00
PC.04	m ² of Grass Cuts at Developed Public Parks, Public Gardens and Green Belts in 2018 / 2019	100 051.00
PC.05	m ² of Grass Cuts at Undeveloped Public Open Spaces in 2018 / 2019	22 843.00
PC.06	% Community Partnership Policy On Parks Approved At No Expense to the Municipality in 2018 / 2019	100.00
PS.01	% Reviewed Level 3 Disaster Management Plan in 2018 / 2019	50.00
PS.02	% Compliance to Turnaround Time (3 Min) for Fire and Rescue in 2018 / 2019	89.50
PS.03	% Compliance to Response Time (20 Min) for Fire and Rescue in 2018 / 2019	94.50
MC.01	% Accumulative Success Rate on Cases Received in 2018 / 2019	12.87
PS.05	Number of Road Safety Education Programs Implemented in 2018 / 2019	9.00
TS.02	Number of Road Traffic Law Enforcement Operations Conducted in 2018 / 2019	7.00

IDP Code	Performance Indicator	Mid-Year (07/2018 – 12/2018) Actual
TS.03	Number of Social Crime Prevention Campaigns Conducted in 2018 / 2019	13.00
PS.08	% Compliance to Turnaround Time (24 Hours) to Open Internal Docket on Theft and Losses of Municipal Property in 2018 / 2019	100.00
PS.09	% of Parking Metering System Implemented in 2018 / 2019	25.00
SR.01	Number of Library Programs Implemented in 2018 / 2019	10.00
SR.02	Number of Sporting Programs Implemented in 2018 / 2019	4.00

AGRICULTURE, ECONOMIC DEVELOPMENT PLANNING, AND HOUSING

IDP Code	Performance Indicator	Mid-Year (07/2018 – 12/2018) Actual
BC.01	% of Received Building Plans for Structures in Extent of 500m ² and Less, Adjudicated within 30 Calendar Days in 2018 / 2019	100.00
BC.02	% of Received Building Plans for Structures in Extent of More Than 500m ² , Adjudicated within 60 Calendar Days in 2018 / 2019	100.00
BC.03	% of Inspections Conducted on Approved Building Plans in 2018 / 2019	100.00
HS.01	% of Valid Rental Agreements for Rented Housing Units, Excluding Hostels in 2018 / 2019	100.00
LM.01	% of Spatial Development Framework (SDF) Reviewed by 31 May 2019	50.00
LM.02	% of Applications Adjudicated within 6 Months of Submission in 2018 / 2019	No Projection at midyear of 2018 / 2019
LM.03	% of Bulk Contribution Policies Approved in 2018 / 2019	50.00
PR.01	% of Valid Lease Agreements for All Leased Properties, Excluding Housing Units in 2018 / 2019	100.00
ED.01	Number of Local Economic Developments and Tourism Initiatives Implemented in 2018 / 2019	1.00
ED.02	100.00% of Tourism Strategy Reviewed in 2018 / 2019	50.00

INFRASTRUCTURE PLANNING DEVELOPMENT AND PROJECT MANAGEMENT

IDP Code	Performance Indicator	Mid-Year (07/2018 – 12/2018) Actual
IP.01	% Expenditure on Social Development Grant and NDPG in 2018 / 2019	24.00
IP.02	% Municipal Infrastructure Grant Funded Capital Budget Spent in 2018 / 2019	58.00

IDP Code	Performance Indicator	Mid-Year (07/2018 – 12/2018) Actual
IP.03	Number of MIG Funded Projects Completed on Time in 2018/2019	4.00
IP.04	Number of SD Projects Completed on Time in 2018 / 2019	0.00
IP.05	Number of NDPG Projects Completed in 2018 / 2019	No Projection at midyear
IP.06	Number of Design Projects Completed in 2018 / 2019	4.00
IP.07	Number of Jobs Created Through the Implementation of Infrastructure Projects Program in 2018 / 2019	159.00
IP.08	Number of People Trained on Accredited Construction Related Skills in 2018 / 2019	0.00
IP.09	Number of Students Enrolled for In-Service Training (Engineering to be Trained on Infrastructure Projects) in 2018 / 2019	12.00

SHARED SERVICES

IDP Code	Performance Indicator	Mid-Year (07/2018 – 12/2018) Actual
EE.01	Number of Employment Equity Plan (EEP) Submitted to Department of Labour in 2018 / 2019	No Projection at midyear
EE.02	Number of Employment Equity Awareness Programs Implemented in 2018 / 2019	4.00
FA.01	% of Facilities Repairs and Maintenance Budget Spent in 2018 / 2019	17.00
FA.02	% Approved Integrated Facilities Master Plans in 2018 / 2019	25.00
FL.01	% of White, Red and Yellow Fleet Procured in 2018 / 2019	No projection midyear
FL.02	% of Fleet Assets in the Asset Register on Average Available for Economic, Effective and Efficient Service Delivery in 2018 / 2019	55.00
FL.03	% of Fleet Maintenance Budget Spent in 2018 / 2019	30.00
HR.01	Number of Human Resources Management (HRM) Reports Submitted in 2018 / 2019	2.00
HR.02	% of Induction Manuals Developed in 2018 / 2019	50.00
HR.03	Number of Human Resources Road shows Conducted in 2018 / 2019	2.00
HR.04	% of Training Budget Spent in 2018 / 2019	19.00
HR.05	% of Workplace Skills Development Plan Approved in 2018 / 2019	25.00
HR.06	% of Electronic Self Service Leave Management System Implemented in 2018 / 2019	50.00
IT.01	% Compliance to Turnaround Time (24 Hours) to	100.00

IDP Code	Performance Indicator	Mid-Year (01/2018 -12/2018) Actual
	Secure System in 2018 / 2019	
IT.02	% Compliance to Turnaround Time (24 Hours) to Attend to All ITC Related Calls in 2018 / 2019	81.00
IT.03	% Compliance to Turnaround Time (8 Hours) to Terminate a Former Employee on IT Network in 2018 / 2019	100.00
IT.04	% Compliance to Turnaround Time (24 Hours) Network Connectivity Up-Time in 2018 / 2019	94.84
LR.01	Number of Labour Relations Standard Operating Procedures Developed in 2018 / 2019	00.00
LR.02	Number of Labour Relations Road shows Conducted in 2018 / 2019	2.00
LR.03	Number of Labour Relations Training Sessions Conducted for Managers and Assistant Managers in 2018 / 2019	1.00
LR.04	Number of Local Labour Forum Meetings in 2018 / 2019	2.00
LR.05	% of Funding Acquired for Integrated Case Management Software in 2018 / 2019	No projection at midyear
LR.06	Number of Relationships by Objectives Sessions Held in 2018 / 2019	1.00
LR.07	Number of Labour Relations Reports Submitted in 2018 / 2019	2.00
LR.08	% Compliance to Turnaround Time (90 Days) to Conclude Internal Case from Commencement in 2018 / 2019	0.00
LR.09	% Reduction in Internal and External Labour Disputes in 2018 / 2019	No Projection at midyear
LS.01	Number of Legal Materiality and Compliance Frameworks Implemented in 2018 / 2019	0.75
LS.02	% of Delegations of Authority Reviewed in 2018 / 2019	50.00
LS.03	Number of Workshops on Delegation of Authority in 2018 / 2019	0.00
OD.01	Number of Change Management Interventions Implemented in 2018 / 2019	200
OD.02	Number of Employee Assistance Programs Implemented in 2018 / 2019	5.00
OD.03	% of Municipal Organisational Structure Reviewed in 2018 / 2019	50.00
OD.04	Number of MSCOA Compliant Business Process Maps Developed in 2018 / 2019	2.00
OD.05	Number of Job Evaluations in 2018 / 2019	No Projection at midyear

FINANCIAL SERVICES

IDP Code	Performance Indicator	Mid-Year (07/2018 – 12/2018) Actual
AM_01	% Compliant Asset Register Submitted in 2018 / 2019	100.00
AM_02	% Compliance to Asset Management for New Projects in 2018 / 2019	0.00
BO.04	% Approved Funded Annual Budget in 2019 / 2020	50.00
BO_02	Number of Compliant MFMA Section 71 Reports Submitted in 2018 / 2019	6.00
BO_03	% Reduction in Unauthorized Expenditure in 2018 / 2019	No projection for quarter
EX.01	Number of Preparations of Monthly Cost Cutting Report in 2018 / 2019	6.00
EX.02	Number of Preparations of Monthly Compliance Reports in 2018 / 2019	6.00
FC.01	% Compliant Monthly MFMA Reports Submitted in 2018 / 2019	100.00
FC.02	% Audited Annual Financial Statements for 2017 / 2018 Submitted in 2018 / 2019	0.00
FC.03	% Reduction in Financial Audit Findings in 2018 / 2019	0.00
FC.04	R-Value Invested in 2018 / 2019	6 107 053.71
RV.01	% of Registered Indigents Actually Receiving Free Basic Services in 2018 / 2019	88.00
RV.02	% of Budgeted Revenue Accurately Billed Against the Budget in 2018 / 2019	114.50
RV.03	% of Total Revenue Levied for Main Revenue Sources Collected as Revenue in 2018 / 2019	76.00
RV.04	R-Value Collected in 2018 / 2019	2 000 621 527.00
SCM.01	% Approved Annual Procurement Plan (APP) in 2018 / 2019	100.00
SCM.02	% Eradication of Irregular Expenditure due to Non-Compliance to SCM Processes in 2018 / 2019	50.00
SCM.03	Number of Supply Chain Management Quarterly MFMA Reports Submitted to SMT in 2018 / 2019	2.00
SCM.04	% Eradication of Sundry Payments in 2018 / 2019	0.00

MUNICIPAL MANAGER'S OFFICE

IDP Code	Performance Indicator	Mid-Year (07/2018 – 12/2018) Actual
CM.01	% Communications, Branding and Marketing Strategy (CBMS) Approved in 2018 / 2019	25.00
CM.02	Number of Media Analysis Reports Submitted to SMT in 2018 / 2019	0.75
CM.03	Number of Published (Double Spread) Inserts in Local Publication / Newspaper in 2018 / 2019	2.00
CM.04	Number of Service Delivery Campaigns in 2018 /	4.00

IDP Code	Performance Indicator	Mid-Year (01/2018 - 12/2018) Actual
	2019	
CM.05	Number of Published Internal Newsletters in 2018 / 2019	2.00
IR.01	% of Reported Queries from Chapter 9 Institutions Compliantly Responded to within 14 Days from Receipt of Query in 2018 / 2019	100.00
IR.02	% of Requested Information in Terms of the Promotion of Access to Information Act (PAIA) Compliantly Responded to within 30 Days from Receipt of Request in 2018 / 2019	100.00
IR.03	% of Service Delivery Orientated Meetings Attended in 2018 / 2019	100.00
ME.01	Number of Ntirhisano Local Task Team Reports Submitted to SMT in 2018 / 2019	2.00
ME.02	Number of Project Health Progress Reports on Implementation of Capital Programmes Submitted in 2018 / 2019	2.00
RM.01	% of Risk Management Maturity in 2018 / 2019	45.00
RM.02	Number of Ethics and Anti-Corruption Summits Held in 2018 / 2019	0.00
RM.03	% of Ethics Strategy Developed in 2018 / 2019	50.00
RM.04	% of Safe Working Procedures Developed in 2018 / 2019	0.00
DP.01	% of Integrated Development Plan (IDP) for 2019 / 2020 Approved by 31 May 2019	100.00
PM.01	% Concluded Performance Agreements for Section 57 Employees and Municipal Manager in 2018 / 2019	No projection for the quarter
PM.02	Number of Service Delivery and Performance Reports Submitted in 2018 / 2019	4.00
PM.03	% Roll-Out of Employee Performance Management to Level 1 - 3 in 2018 / 2019	0.00

POLITICAL OFFICES

IDP Code	Performance Indicator	Mid-Term (01/2017 - 12/2017) Actual
EM.01	Number of Ordinary Mayoral Committee Meetings Held in 2017/2018	Unit: Office of the Executive Mayor
EM.02	Number of Executive Mayor Site Visits / Service Delivery Inspections Conducted in 2017/2018	9.00
EM.03	Number of Oversight Meetings with MMC's Conducted in 2017/2018	4.00

EM.04	Number of Stakeholder Engagements Conducted in 2017/2018	5.00
EM.05	Number of Intergovernmental Forums Attended in 2017/2018	11.00
EM.06	Number of Social Cohesion and Promotion of National Building and National Identity Programs Implemented in 2017/2018	4.00
SC.01	Number of Ordinary Municipal Council Meetings Held in 2017/2018	2.00
SC.02	Number of Ordinary Municipal Public Accounts Committee (MPAC) Meetings Held in 2017/2018	<i>Unit: Office of the Speaker</i>
SC.03	Number of Compliantly Submitted Oversight Reports (2016/2017 Annual Report) to Council by March 2018	3.00
SC.04	Number of Ordinary Petitions Committee Meetings Held in 2017/2018	5.00
SC.05	% of Received Petitions Dispatched to the Relevant Cluster in 2017/2018	-
SC.06	Number of Public Participation Meetings Held in 2017/2018	4.00
SC.07	Number of Ward Committee Meetings Held in 2017/2018	100.00
CW.01	Number of Ordinary Whippery Meetings Held in 2017/2018	107.00
CW.02	Number of Ordinary Caucus Meetings Held in 2017/2018	110.00
CW.03	Number of Ordinary Study Group Meetings Held in 2017/2018	<i>Unit: Office of the Chief Whip</i>
CW.04	Number of Ordinary Political Management Team (PMT) Meetings Held in 2017/2018	7.00
CW.05	Number of Multi-Party Forum Meetings Held in 2017/2018	9.00
CW.06	Number of Whippery Lekgotla Held in 2017/2018	26.00
CW.07	Number of Councillor's Caucus Lekgotla Held in 2017/2018	6.00
CW.08	Number of Whippery Oversight Tours in 2017/2018	-

CHAPTER 3

3. ANALYSIS

The fifth (5th) Gauteng City Region Observatory's (GCRO) Quality of Life Survey for 2011 - 2018, launched by the University of Johannesburg paints the quality of life in Gauteng as improving despite difficult economic times and growing dissatisfaction with service delivery. Spatial inequality is also illustrated by the same survey with poor households still situated on the outskirts, community members in richer suburbs being likely to send their children to private schools. Crime, according to the survey has now surpassed corruption as the biggest concern with unemployment close behind it.

Various other reports including those of the Auditor General, CoGTA Annual Assessments Reports, Gauteng Province Socio-Economic Review and Outlook 2019, Human Rights Commission findings, Forensic Investigation Reports, MPAC recommendations, etc, have all been considered in the analysis.

3.1 MUNICIPAL OVERVIEW

The municipality is one of the three (3) locals (with Midvale and Lased) that constitute the Sedibeng District Municipality. Its Head Office is located at the corner of Frikkie Meyer and Klassie Havenga Streets, Vanderbiljpark, and houses the Offices of the Executive Mayor, Speaker, Chief Whip and Municipal Manager.

The table below represents the municipal overview:

Socio Economic Indicator	Number
Municipal area of jurisdiction	987.45 km ²
Population	733 444 (Community Survey 2016)
Municipal asset value	R 12 Billion
Total Municipal Budget 2019/2020	R 6.1 Billion
Water and sanitation coverage	98%
Portable water quality compliance	100%
Waste water discharged compliance	93%
Electricity coverage	98%
Refuse collection coverage in all formal settlements	100%, but frequency is less than 50%
Length of tarred roads	1 645 km
Total number of employees	2 859
Unemployment rate	60%
Main employers – Government departments, Municipalities, Acellor Mittal, Cape Gate and Retail sector	100%
Total number of registered indigents as at March 2019 stands at:	67 000
Total number of illegible voters by May 2019:	361 954

3.1.1 GEOGRAPHIC PROFILE

Emfuleni Local Municipality (ELM) is the western-most local municipality in the Sedibeng District which covers the entire southern area of the Gauteng Province. It extends along a 120 kilometres axis from east to west and covers an area of 987.45 km². The Vaal River forms the southern boundary of ELM and its strategic location affords it many opportunities for tourism and other forms of economic development.

ELM also shares boundaries with Metsimaholo Local Municipality in the Free State to the south, Midvaal and Lesedi Local Municipalities to the east, the City of Johannesburg Metropolitan to the

north and Westonaria and Tlokwe Local Municipalities to the west. It is also strategically located with access to a well-maintained road network - N1 national route linking Johannesburg and Bloemfontein. It also has two main city/town centres, which are: Vereeniging and Vanderbijlpark. It forms the "heartland" of what was formerly known as the Vaal Triangle, renowned for its contribution to the iron and steel industry in South Africa. It contains six large peri-urban townships of Evaton, Sebokeng, Sharpeville, Boipatong, Bophelong and Tshepiso.

The other ten small settlements tend to be suburban in nature and are within six kilometres radius of the above towns. These are Bonanne, Steel Park, Duncanville, Unitas Park, Arcon Park, Sonlandpark, Waldrift, Rust-ter-Vaal, Roshnee and Debonairpark.

The area of Emfuleni is rich in political history as it encapsulates the South African War which led to the signing of the Peace Treaty in Vereeniging, heritage assets such as the Sharpeville monument and the liberation struggle epitomized by the signing of the Constitution of the Republic of South Africa (Act 106 of 1996) in Sharpeville. The area has also witnessed the highest number of political massacres during the apartheid era, which included the Sharpeville massacre that gave birth to Human Rights Day, Vaal uprising, Sebokeng Zone 7 massacre, Eikenhof shootings, Boipatong massacre, etc. These historic events are being commemorated annually in a program led by the provincial government and district municipality.

3.1.2 DEMOGRAPHIC PROFILE

In his 2018/19 comments, the MEC for CoGTA emphasised that municipalities need to benchmark as a means to look at development comparatively together with best practices. Hence the reviewed document chose Mangaung Metropolitan to satisfy that purpose. The reason is informed by the relative size of the population and academic performance as highlighted in the 2018 Matriculants results.

3.1.2.1. POPULATION

Emfuleni Local Municipality		
2001	2011	2016 Community Survey
658 422	721 663	733 444

(Source: Stats SA, 2001, 2011 and Community Survey 2016)

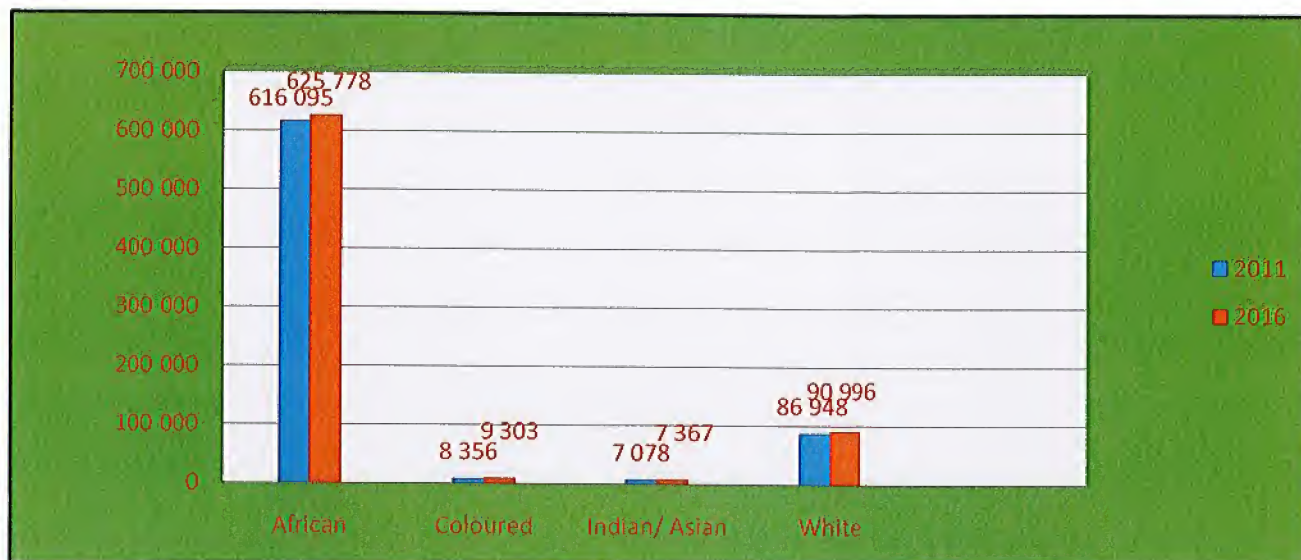
The table above depicts the population of Emfuleni Local Municipality (Stats SA 2001, 2011 and community survey 2016). For the period between 2001 and 2011; the table shows a population increase by 9.6%. Between 2011 and 2016 population increased by 1.6%. The survey (2016) depicts that Emfuleni Local Municipality Population is at 733 444.

As indicated below, the population size for Mangaung Metropolitan Municipality is summarised as follows:

Mangaung Metropolitan Municipality		
2001	2011	2016 Community Survey
645 440	747 431	787 929

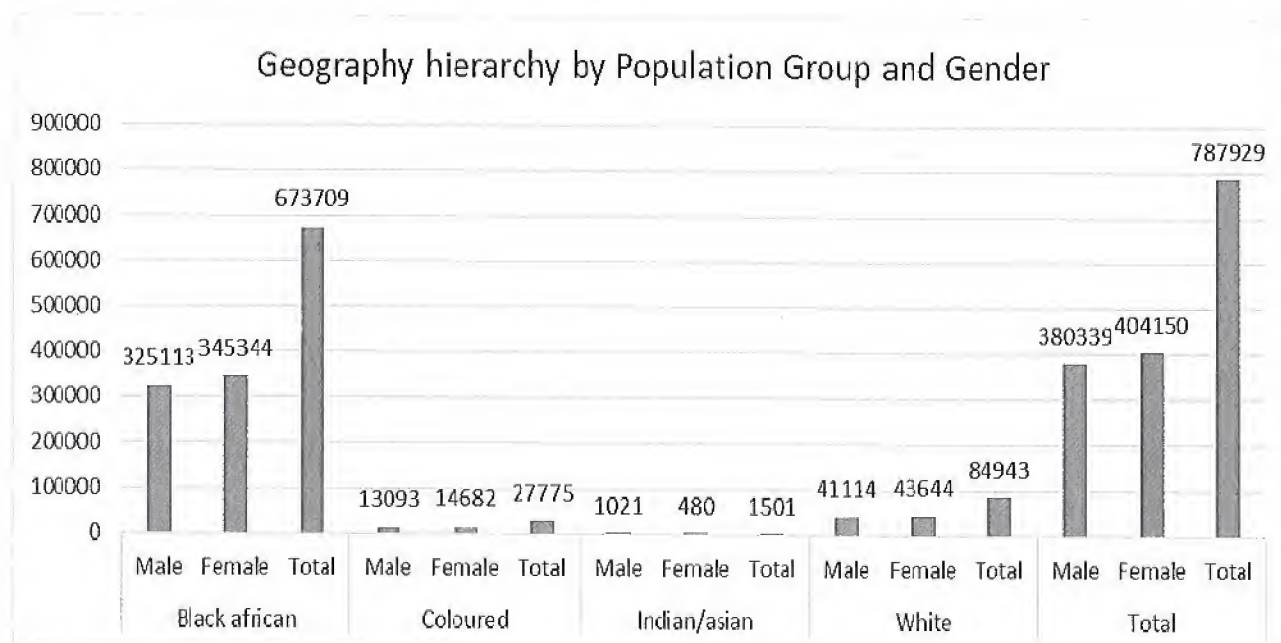
(Source: Stats SA, 2001, 2011 and Community Survey 2016)

Based on the table above the difference between ELM and Mangaung population size is 54 485.



The above graph represents population distribution by racial groups. In the period between 2011 and 2016, the African population has increased from 616 095 which translates to a 1.6% growth. It remains the highest followed by Whites making an increase from 86 948 in 2011 to 90 996 in 2016 and this translates to a 4.6% increase. The Coloured population growth has increased by 11.3% from 8 356 in 2011 to 9 303 in 2016. The people of Indian/Asian descent is the lowest but shows a slight increase from 7 078 in 2011 to 7 367 in 2016, which translates to a 4% growth.

3.1.2.3. MANGAUNG POPULATION GROUPS



Community survey 2016

The above graph depicts population groups of Mangaung. Similar to ELM, women outnumber men in all racial groups excluding the Indian/Asian which shows the highest numbers for males at 1 021, whereas females stand at 480.

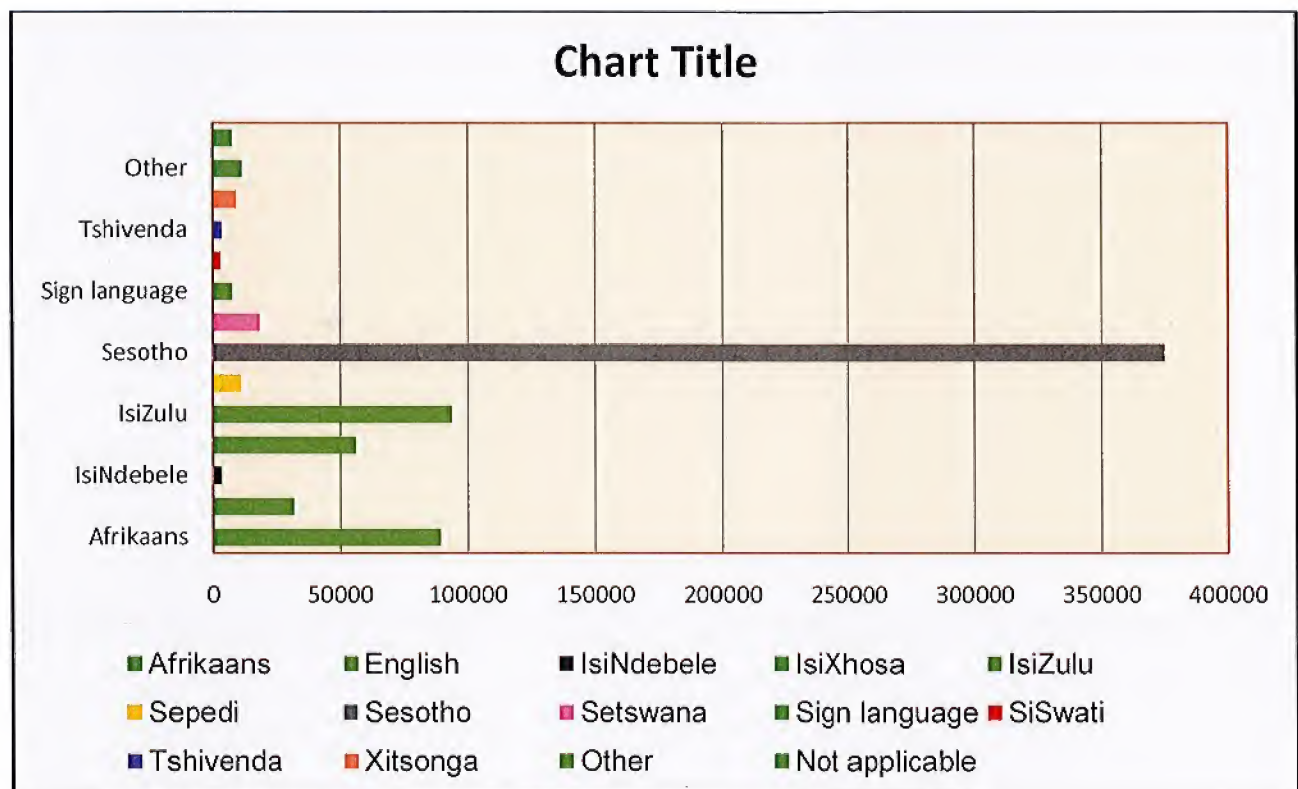
3.1.3 DISABILITY

Type of disability	Number
Wheelchair	14 397
Walking stick or frame	18 843
Hearing aid	18 657
Communication difficulty	11 943
Hearing difficulty	23 724
Seeing difficulty	90 699
Self-Care difficulty	23 442
Total	201 705

(Source: Stats SA, 2011)

The table shows that 90 699 population has seeing difficulty and this excludes people using glasses followed by self-care difficulty at 23 442 and the disability with the lowest population is communication difficulty estimated at 11 943.

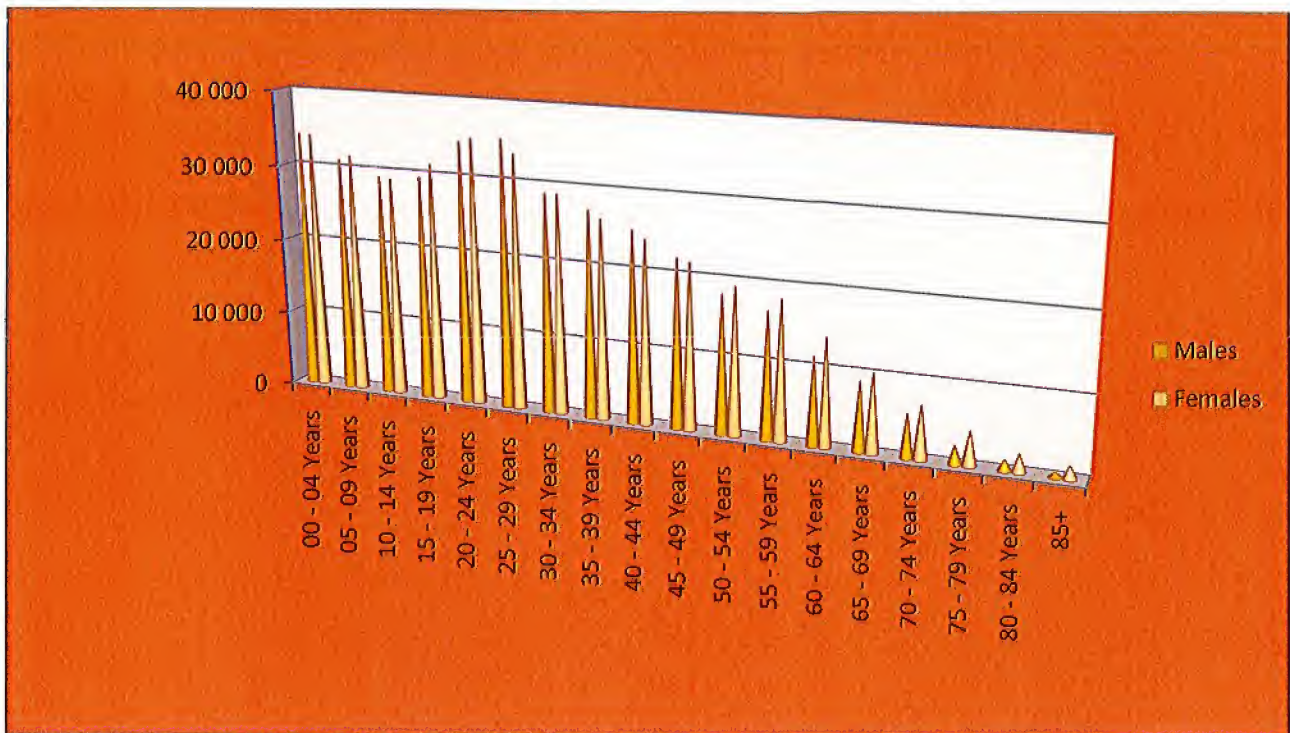
3.1.4 LANGUAGES



(Source: Stats SA, 2011)

According to the chart above, most dominate language in the area is Sesotho at 52%, IsiZulu at 13%, Afrikaans at 12% and IsiXhosa at 8%, English at 4%, Setswana 3% and others ranging between 20% to 1%.

3.1.5 POPULATION BY AGE GROUP



(Source: Stats SA, 2011)

The graph depicts that the dominant age group of both male and female in Emfuleni area is between the ages of 20 to 29 years. It therefore means that more attention and resources should be directed to the youth in the region. It also shows that the population declined drastically between the age groups of 30 to 85 years.

YOUTH, DISABILITY & GENDER DEVELOPMENT

As illustrated in the previous graphs, Emfuleni population is fairly young and mostly female. It is therefore important that development objectives and strategies of the municipality culminated through its projects reflect the youthfulness of the municipality. There is still a large imbalance in our society with black women still at the bottom of the beneficiation chain; black males are second to women. People with disability are still not being fully prioritised and thus make their living and contributions to the economy of the region very void.

3.2 REINVENTING OUR ECONOMY

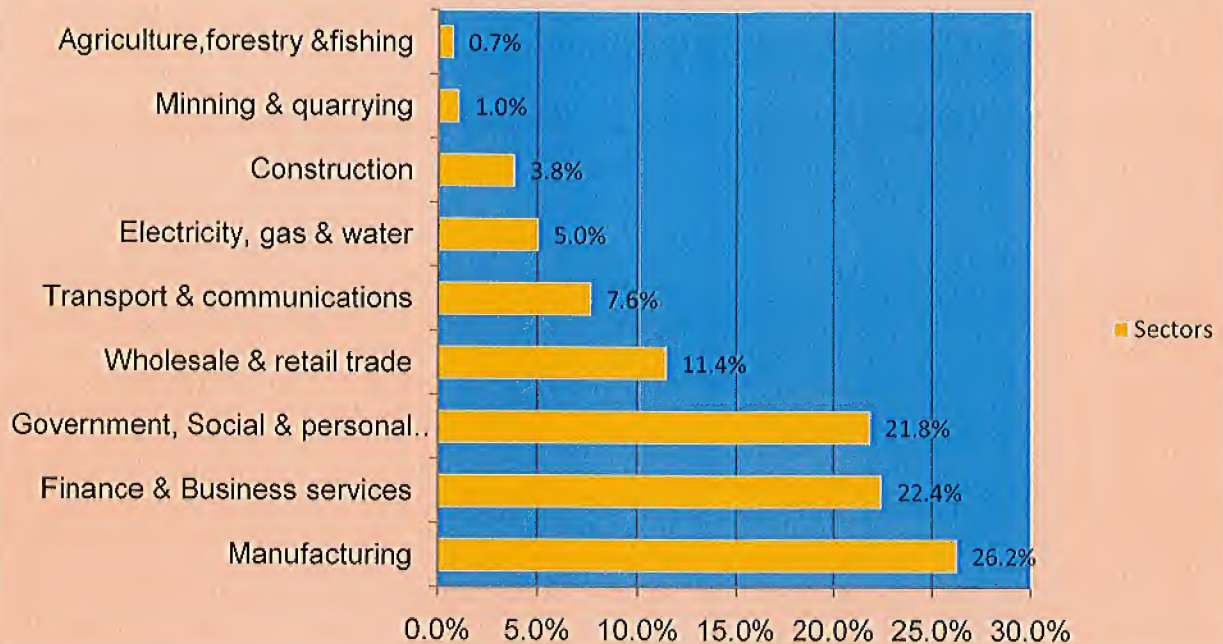
One of the pillars of our Growth and Development Strategy, Reinventing the Economy advocates for exploring new section of growth, building local economics and creating more employment. The purpose of this section is to provide an overview of the economic characteristics and trends of our area;

3.2.1 SOCIO-ECONOMIC AND DEVELOPMENT PROFILE

Since the start of the transition to democracy, there has been increasing emphasis on local economic development (LED) in South Africa. LED is about local people working together to achieve sustainable economic growth that brings economic benefits and quality of life improvements for all in the community.

LED brings into focus the role of towns in fostering new opportunities for people. This is important for promoting broad based economic growth, improving social welfare and promoting a more varied and vibrant local economy. LED is a participatory process which encourages social dialogue and Public-Private Partnerships in a defined geographical area. It enables local stakeholders to jointly design and implement a development strategy which fully exploits local resources and makes use of the areas comparative advantages. It is a participatory process where local people from all sectors work together to stimulate local activity resulting in a resilient and sustainable economy. It is a tool to help create decent jobs and improve the quality of life for everyone including the poor and marginalised. It also encourages the public, private and civil society sectors establish partnership and collaboratively find local solutions to common challenges.

Economic Contributions by Sectors



(Source: Stats SA, 2016)

The above graph depicts that the highest economic contributor in the region is manufacturing at 26.2%, followed by finance and business services at 22.2%, government, social and personal 21.8%. Wholesale & retail trade at 11.4%, Transport & communications at 7.6%, electricity, gas & Water at 5%, construction is estimated at 3.8%. The lowest economic contributor in the region is Agriculture, forestry and fishing at 0.7%. This therefore means that more resources should be channelled to manufacturing to enhance potential.

3.2.2 EMPLOYMENT STATUS

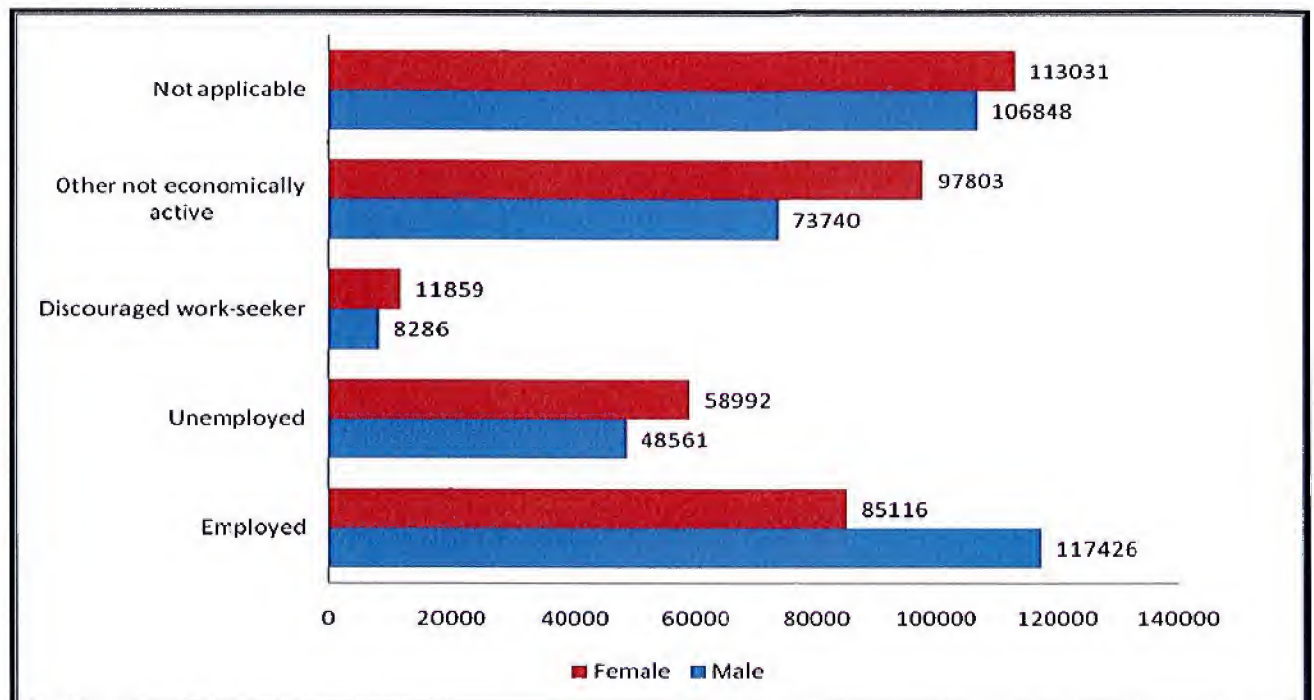
EMPLOYMENT STATUS	YEAR	
	2001	2011
Employed	93 537	202 543
Unemployed	63 160	107 555

(Source: Stats SA, 2011)

The above table depicts that the number of employed people has tremendously increased from 93 537 in 2001 to 202 543 in 2011. At the same time, the number of unemployed people also increased from 63 160 in 2001 to 107 555 in 2011.

Based on the perceived link between job creation and the overall health of the local economy, job creation is the traditional objective of economic development. It is important to note the difference between creating jobs and creating better jobs. Historically, local economy was looked at as something that had a presence but for which citizens had no opportunity to influence. Today, however, it is believed that active citizens can directly shape the economy and community will benefit in numerous ways. The measures needed to be taken to ensure optimal implementation of LED are that total co-operation between all stakeholders, political will and employment of suitable qualified people as well as the implementation of consequence management and establishment of interdepartmental committee as LED is cross-cutting.

EMFULENI LOCAL MUNICIPALITY EMPLOYMENT STATUS ACCORDING TO GENDER IN 2011

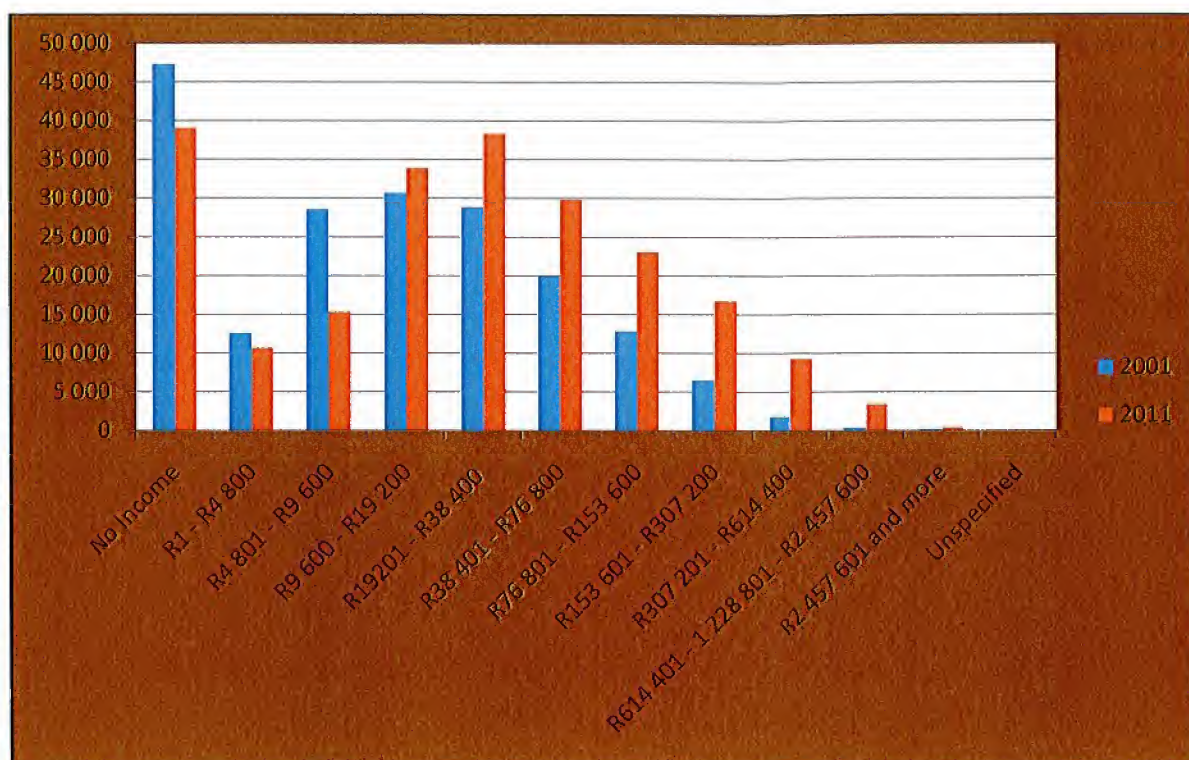


(Source: Stats SA, 2011)

The above graph indicates that 117 426 males are employed and employed females figures stand at 85116. It further depicts that 58 992 females are unemployed compared to 48 561 males in the same category. The graph shows a high number of not economically active population in females estimated at 97 803 and males at 73740.

3.2.3 HOUSEHOLD INCOME

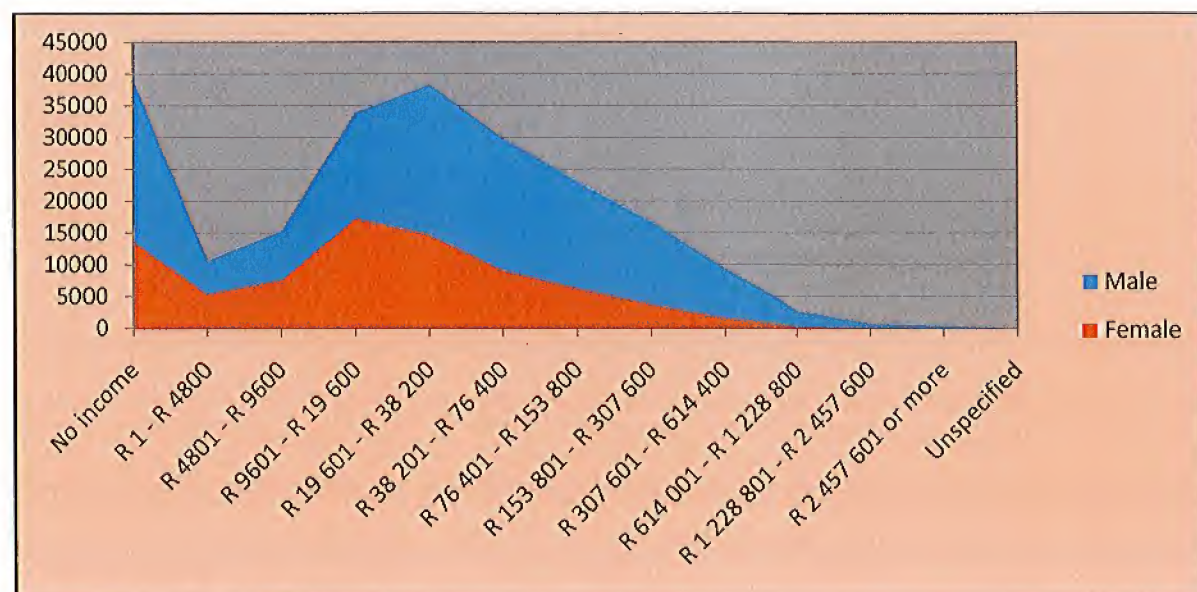
EMFULENI LOCAL MUNICIPALITY ANNUAL HOUSEHOLD INCOME IN 2001 AND 2011



(Source: Stats SA, 2001 and 2011)

The graph depicts that in 2001 households with No Income was estimated at 48 000 and in 2011 the number decreased to 38 000. The highest income is between R19 201 to R38 400. Less than 1000 of the households have income of 2 457 601 and more.

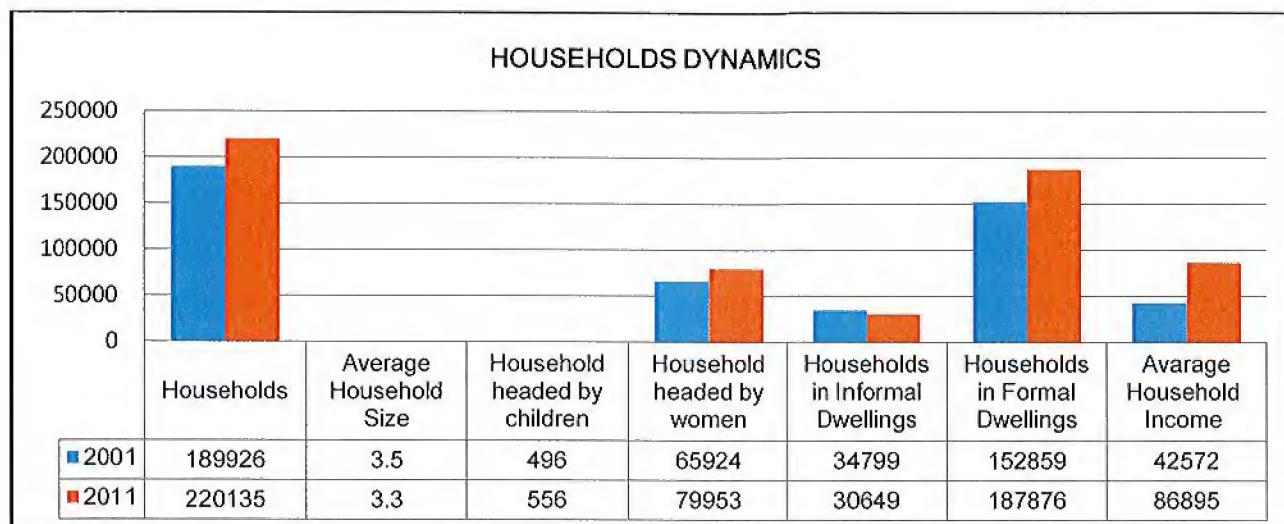
EMFULENI LOCAL MUNICIPALITY ANNUAL HOUSEHOLD INCOME BY GENDER OF HEAD OF HOUSEHOLD IN 2011



(Source: Stats SA, 2001 and 2011)

The above graph represents ELM annual households income by gender and depicts that male outnumber their female counterpart in all income brackets. However, under the no-income bracket, more than 25 000 male are without income as compared to female counterpart with less than 15000. The graph further depicts that the highest earners are male between R19 601 to R307 600.

CHILD-HEADED HOUSEHOLDS



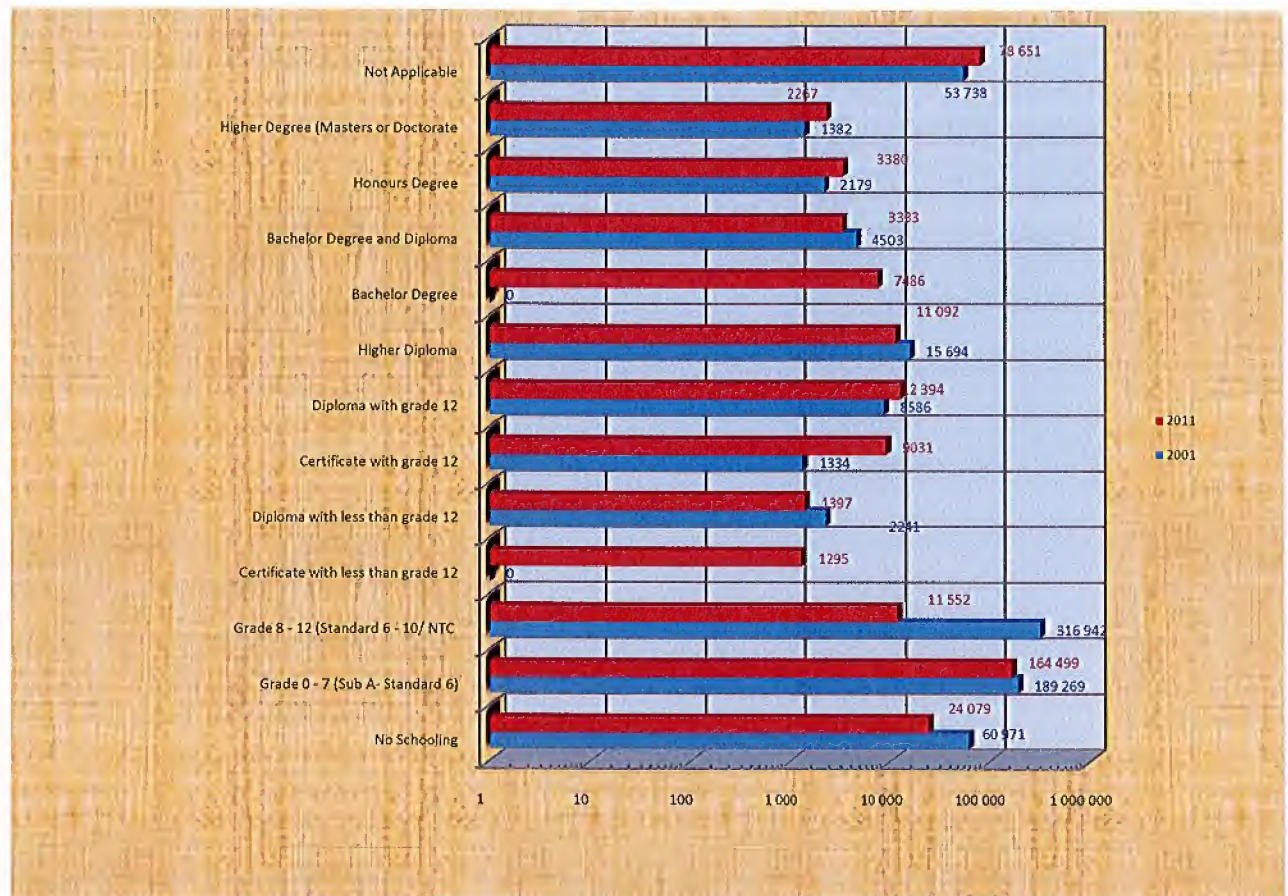
(Source: Census, 2011)

The Emfuleni population is based on Census 2011 sub-place areas. The number of households headed by children has increased by 1.12% while households headed by women have increased by 1.21%. However, the household in informal dwellings has slightly declined by approximately 1.13% due to the increasing number of housing developments in the area. The households in formal dwellings increased by 12% and the average household income increased by more than 100% due to a significant increase in economic growth within the municipality during the period under review.

3.2.4 EDUCATIONAL LEVELS

According to the recently released Gauteng City Region Observatory's Quality of Life Survey, over the past 25 years, the province in which Emfuleni is located, has been transforming the racialised public education system inherited from the apartheid era into a qualitative improved system that offers better education to all its learners, including from townships. The Emfuleni 2018 Matric results bear testimony to this, and thanks to the Gauteng Provincial Department of Education.

EDUCATION LEVEL IN 2001 AND 2011



(Source: Stats SA, 2011)

The above graph depicts the level of education with a significant decrease of more than 30 000 from 60 971 in 2001 to 24 079 in 2011 for those with no school. The numbers have decreased from 15 694 in 2001 to 12 394 in 2011 for people having diplomas with Grade 12. There is a significant increase from 4 503 in 2001 to 7 486 in 2011 for people with bachelor degrees. There is an increase of people with higher degrees (Masters or Doctorate) from 1 585 in 2001 to 22 67 in 2011.

3.2.5 VAAL 21 RIVER CITY

The Vaal 21 concept derives its mandate from the Sedibeng District Municipality championed Growth and Development Strategy (GDS), which emphasis on projects that entails development of tourism related to precinct and water front. It also entails urban renewal of centres such as Evaton, Vanderbijlpark and Vereeniging. It covers Heidelberg, Ratanda, Meyerton, Vaal Marina, Sharpeville, Boipatong, Sebokeng, Bophelong, Deneysville, Oranjeville, Parys, Tumahole, Vredefort, Sasolburg and Zamdela, Kroonstad, Villiers and Frankfort – some of which are situated on the other site of the Vaal River.

Apart from its water supply function, the Vaal River is almost unique in the Gauteng area for the opportunity it provides for tourists and upmarket residential development. It would be important, however, to ensure that the water supply capacity and conservation value of the Vaal River (existing and potential) are not threatened by development.

Strategies to reverse current pollution levels such as the recent intervention by the South African National Defence Force (SANDF) and continuous civic education are extremely necessary, and it is essential that preventative as well as remedial measures be taken. The development along the Vaal River should be an asset to the benefit of all residents and that the activities are promoted to become a value-chain as opposed to an ad-hoc development vision.

3.2.6 ECONOMIC DELIBERATIONS

LOGISTIC HUB

The proposed logistical hub project intends to attract new investments, economic development and job creation opportunities in the Vaal, based on international best practice principles. It is positioned to afford local people who have been disadvantaged from entering the economy through partnering, business establishment, training and skills development access to finance and marketing opportunities. The aim is to target specific groups of people, especially woman, youth, disabled, SMME's and BBBEE for procurement of goods and services from the full spectrum of a world class project. It will also create new demand for the basic iron and steel manufacturing plant from the world class producer, Arcelor Mittal, in order to increase its economic impact in the Vaal with higher demand and supply of products and services from the local community. Furthermore, it will diversify and grow the economy of the Vaal following international trends in establishing the Vaal Logistical Hub.

TOURISM

Tourism has been identified as one of the high impact sectors which will build on and complement initiatives of the growth and development strategy of the region. The LED and Tourism department has come up with excellent and exciting events that will expose the ELM and Sedibeng Region as a vibrant, 'must go to' tourist destination. The events will include wine tasting, jazz festival, life style events, river fashion show and vintage car show. This will unlock a huge value for thriving entrepreneurs and bring vibrancy into townships socio-economic environment.

In an area such as Emfuleni, with its relatively high levels of unemployment and poverty, the SMME's and co-operative sectors will play an important role in job creation and poverty alleviation. It is essential to strengthen the support systems available for SMME's and co-operatives in the region in order to create the SMME and co-operatives sectors that will increase the sustainability of the local economy, increase the competitiveness of local

businesses, generate jobs and broaden the tax base of the ELM. It must be able to accommodate SMMEs and co-operatives in designated areas in a positive and well managed environment in this regard. For the enhancement of ELM, promotion of economic development and expansion of employment opportunities, the full integration of the SMMEs and co-operatives into planning, design and management of the ELM must be prioritized.

The first point of departure is that ELM should promote the creation of job opportunities and diverse economic and trading opportunities. ELM will through a developmental approach, enable access to job and entrepreneurial opportunities within SMMEs and co-operative sectors in order to create opportunities for the SMMEs and co-operative sectors to share in the benefits of economic growth. It will also facilitate the integration of grassroots SMMEs and co-operatives into the formal sector in this regard. A positive relationship with the formal sector will be nurtured by providing a stable and predictable regulatory and management environment so that the sectors operate effectively alongside each other in an environment that fosters sustainable economic growth.

The aforementioned aspects have led to job creation being identified as one of the government and ELM's top priorities. It is clear that in addition to developing policies aimed at expanding the economy, other policies are required to re-structure current activities to create greater employment opportunities per unit of expenditure within the various sector programs and the existing budgetary constraints.

3.3 RENEWING OUR COMMUNITIES

Investing in our communities is the most decisive act of development. There are three strategies identified to guide development and implementation of key deliverables to renewing our communities in the Sedibeng Region through provision of basic services, regeneration and property development to improve the quality of living for all. A focus on renewing our communities can be categorised into the following three areas:-

Changing the nature of housing delivery through;

- Provision of basic services,
- Mixed housing development,
- Developing comprehensive human settlements (formalisation of informal settlements),
- Hostel upgrading.

Making Emfuleni looks attractive through;

- Greening programmes,
- Security, social cohesion, economic development,
- Improved infrastructure.

Investing in Precinct and Nodes through the;

- Renewal of CBDs,
- Development of tourism and heritage sites,
- Renewal of old townships.

3.3.1 ROADS AND STORMWATER

The Roads and Storm Water function is responsible for the planning, providing and maintenance of municipal roads and storm water infrastructure network. The functions are

categorised into Planning and Projects, Operations and Maintenance Divisions. There are three (3) maintenance depots which are situated in Vanderbijlpark, Vereeniging and Sebokeng regions. These depots together are responsible for the cumulative maintenance of 1 510km of asphalt roads, 1 045km gravel roads, 158 445m² road markings and 14 602 road signs in order to provide a functional roads network.

3.3.1.1 STATISTICAL INFORMATION OF EXISTING INFRASTRUCTURE

ROADS		ROAD TRAFFIC SIGNS AND MARKINGS		STORMWATER	
Tarred Roads	1 645	Traffic Signs	14 602 No	Storm-water	508
Gravel roads	916	Road Markings	158 445m ²	Lined Canals	44km
				Unlined Canals	169
				Catch-pits	12 270 no

3.3.1.2 STATISTICS OF ROADS AND STORMWATER

TARRED ROADS	GRAVEL ROADS	STORMWATER PIPES	STORMWATER CATCH PITS	ROAD MARKINGS	TRAFFIC SIGNS	OPEN STORMWATER CHANNEL
1 645km	916 km	508km	12 270 numbers	158 445 square meters	14602 numbers	213km

3.3.1.3 THE TAR ROAD NETWORK HIERARCHY

•	Primary Routes	:	245km	=	15%
•	Secondary Routes	:	204,4km	=	13%
•	Main Tertiary Routes	:	206,1km	=	13%
•	Tertiary Routes	:	990.4km	=	59%
•	Total	:	1645km	=	100%

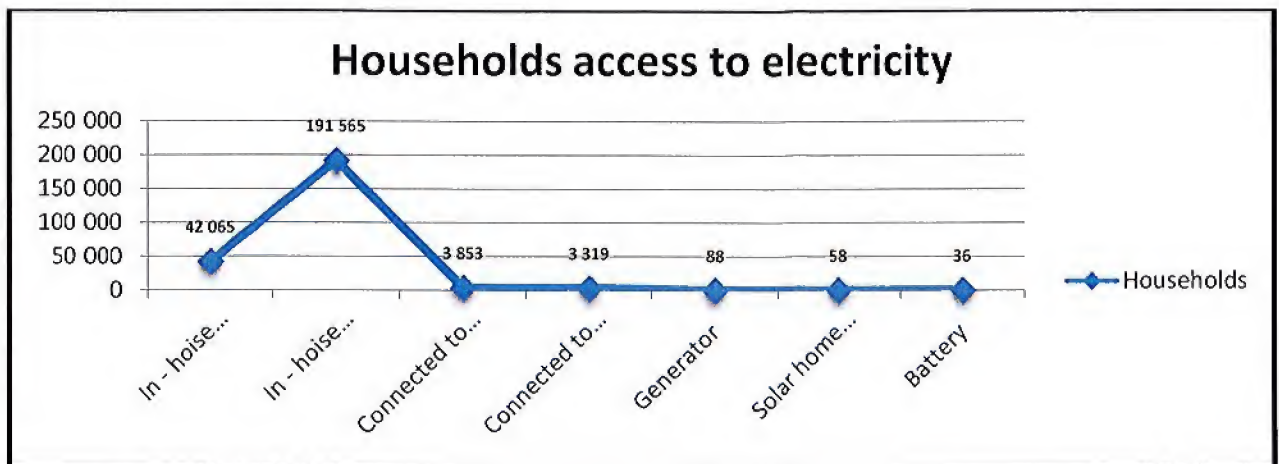
Roads	=	R4 284 billion
Storm-water	=	R1 193 billion
Total	=	R5 477 billion

A total of R5 477 billion is required to address Roads & storm water backlog.

3.3.2 ELECTRICITY

Electricity department strategic objective is quality rendered, accessible, sustainable and reliable municipal services. The municipality is licensed to provide electricity mainly in the Vanderbijlpark, Bophelong, Boipatong, Ironsyde, Eatonsyde, Roshnee, Vaaloewer, Sebokeng Hostel, Rust-ter-Vaal and Vereeniging areas whilst Eskom has been licensed to provide electricity in the remaining areas. There is 98% electricity coverage. Free basic electricity of 50kWh/month is provided to registered indigents. Approximately 78% of electricity is sold to industrial and commercial customers and the remaining 22% is sold to domestic and agricultural customers and for the municipality's own use.

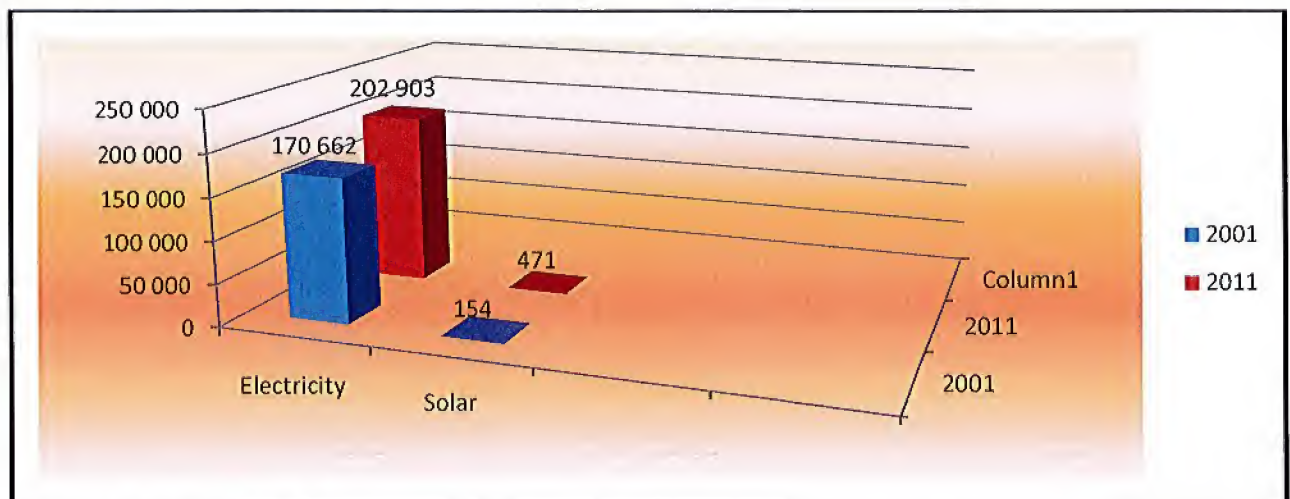
A large percentage of customers are metered via prepaid meters, which facilitates the management of usage by customers.



(Source: Stats SA, 2016)

The graph shows that 42 065 households are connected to in-house conventional meter, 191 565 connected to in-house prepaid meter and other households to alternatives source of energy such as Generators, solar home system and battery etc.

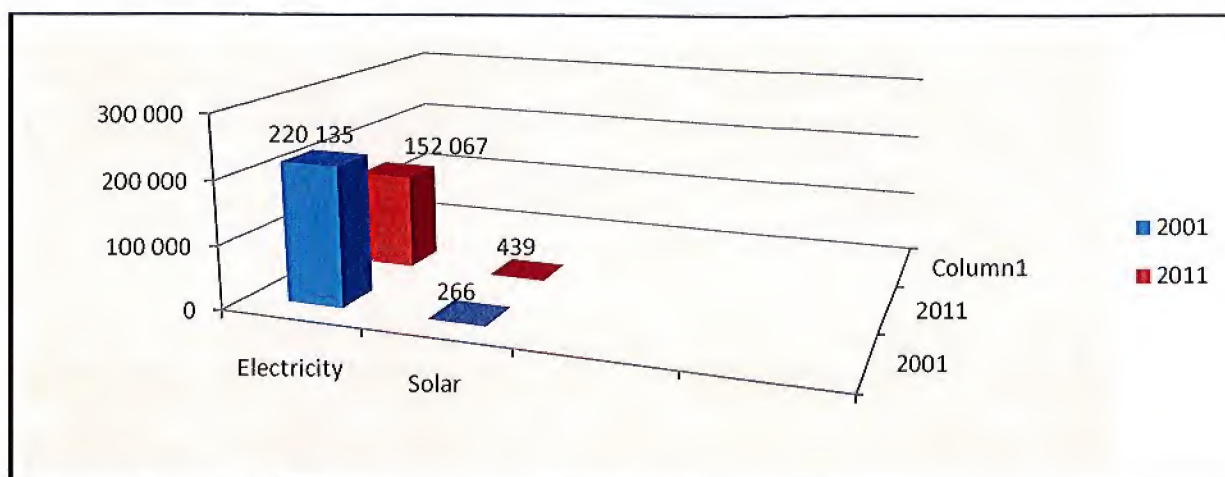
3.3.2.1 ENERGY SOURCE OF LIGHTING



(Source: Stats SA, 2011)

The number of households that have been electrified and uses electricity as a source of lighting has increased from 170 662 in 2001 to 202 903 in 2011 depicting an additional 32 241 more households. There is also an increase on the use of solar energy from 154 in 2001 to 471 in 2011.

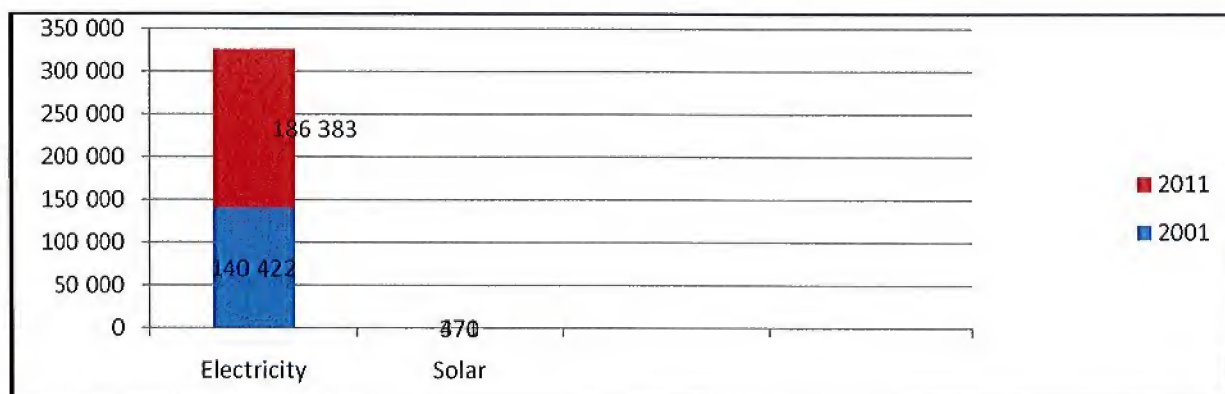
3.3.2.2 ENERGY SOURCE OF COOKING



(Source: Stats SA, 2011)

The use of electricity as an energy source for cooking has decreased from 220 135 in 2001 to 152 067 in 2011. That is decrease of 68 068 less households but an increase in the use of solar energy for cooking from 266 in 2001 to 439 in 2011. The use of 2011 Stats SA is a result of it being the only available data on the specific area as this has not been updated in the Community Survey data.

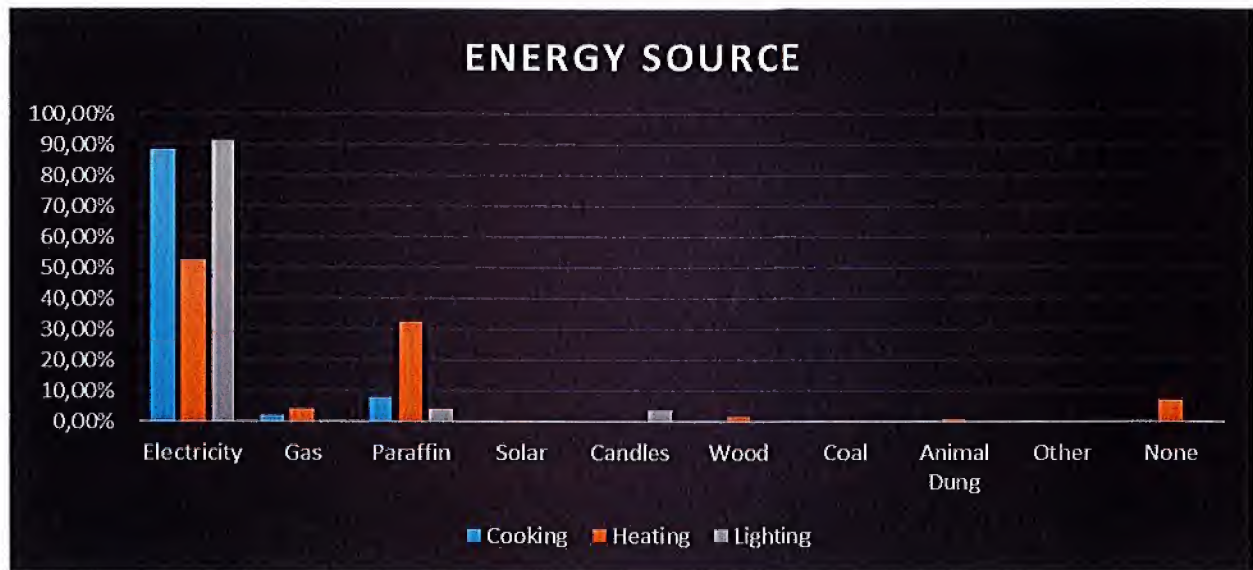
3.3.2.3 ENERGY SOURCE OF HEATING



(Source: Stats SA, 2011)

The use of electricity as an energy source for heating has increased from 140 422 in 2001 to 186 383 in 2011. An increase of 45 961 households, and also an increase in the use of solar energy as a source of heating from 370 in 2001 to 471 in 2011, an increase of 101 households.

Mangaung energy source



(Source: Stats SA, 2011)

The municipality's electricity infrastructure is characterized by the following:

Item	Quantity
Primary substations	38
Secondary substations	636
Miniature substations	505
High voltage cables (m)	80,488
High voltage overhead lines (m)	88,782
Low voltage cables (m)	1210,445
Low voltage overhead lines (m)	635,782
Streetlights	24 151
High mast lights	630
Traffic lights	131
Prepaid electricity meters	47 200
Smart meters	805
Conventional electricity meters	10 500

ELECTRICITY BULK PURCHASES

In accordance with the latest statistics reported to National Energy Regulator of South Africa (NERSA) there are approximately 69330 consumers of which 63566 are residential and agricultural. The residential and agricultural consumers consume approximately 20% of the total energy distributed by the municipality. The other 80% of electricity is consumed by the industrial and business consumers.

ENERGY EFFICIENCY & GREEN ENERGY INITIATIVES

ELM adheres to the international drive for energy efficiency and utilizes electricity equipment that has the highest possible levels of efficiency. This includes low loss transformers and the optimization of cable and overhead line systems to reduce "losses" to the minimum. Further use is made of more energy efficient lighting sources for public lighting (street lighting as well as traffic signals).

Ninety five percent (95%) of the street lighting has been replaced with more energy efficient. In 2017/18 financial year, 780 lamps were replaced with LED lighting. The replacement to date has already led to a saving of 60% of the streetlight energy consumption of the previous year. Furthermore, with the change in technology the municipality is piloting LED lights as an initiative to save energy. The municipality also encourages the developers of new areas to make use of energy efficient building methods as well as solar power systems.

ILLEGAL CONNECTIONS

In dealing with illegal connections, the municipality has installed special locking mechanisms in most of the meter boxes in the area. The aim is to reduce the chances of consumers connecting themselves illegally onto the reticulation system and also to keep the meter boxes locked at all times for the safety of the households situated near these meter boxes. The municipality has embarked on installation of robust doors in the substations to curb the theft and vandalism.

The replacement of faulty prepaid meters and bypassed meters with split meters were carried out in all Vereeniging and Vanderbijlpark municipal flats. The municipality is currently rolling out the smart meter and to date 5805 smart meters are installed in SE7, SE3, CE2, Falcon Ridge and Three Rivers.

The load control system was installed in almost all the houses that are supplied with electricity by the municipality. This system is used for the management of energy consumption at peak times of electricity usage. The system also reduces the cost of electricity by shifting the consumption of energy from the very expensive peak times to the relatively lower cost in standard or off peak times.

FREE BASIC ELECTRICITY

Free Basic Electricity (FBE) is provided to all registered indigents at 50kWh per month. FBE is provided to approximately 3400 consumers on a monthly basis.

3.3.3 WATER AND SANITATION

Metsi-a-Lekoa, the water utility of Emfuleni Local Municipality is responsible for the distribution of potable water, collection and conveyance of wastewater and the treatment of waste water. In addition to these functions, the unit also takes the responsibility for the maintenance of the water services systems and all costs associated with all the assets including maintenance, insurance, licensing and running costs. There is 100% water supply coverage to all formal and informal settlements. In the informal settlements the water is supplied in accordance to RDP Standard (Communal tap). The water system consists of:

- 2 677 km pressurised water pipe line
- 5 high level reservoirs
- 10 low level reservoirs
- 1 0.5 Ml/day potable water treatment plant
- 14 528 network valves
- 6 232 fire hydrants

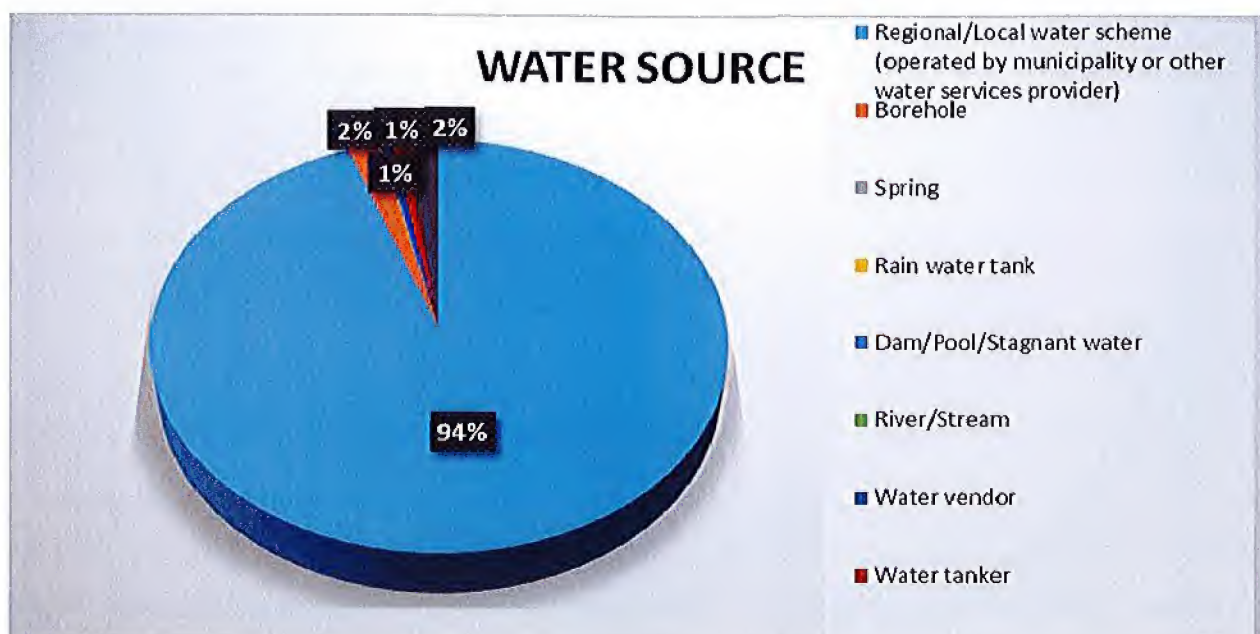
Monthly monitoring and analysis of potable water quality in compliance with the SANS241 standard was done where 100% compliance was achieved. There is 100% sanitation coverage in all formal settlements. Sanitation provision is still a challenge in areas that are not yet proclaimed townships. The Sanitation gravity network provide waterborne sewer connections to 230 000 stands in the Emfuleni Local Municipal area, 5 250 stands make use of on-site sanitation systems like French drains and septic tanks. The sanitation network consists of the following elements:

- 2 600 Km of gravity sewer pipe lines.
- 33 328 Sewerage manholes
- 44 sewerage pump stations
- 34 km Sewer pump pipe lines
- 98 sewer pumps

3.3.3.1 HOUSEHOLD SOURCE OF WATER	YEAR	
	2011	2016
Regional/local water scheme (operated by municipality or other water services provider)	212 002	245 323
Borehole	3 822	4 408
Flowing water/stream/river/spring/rain water	-	147
Spring	107	-
Rain-water tank	418	-
River/stream	97	-
Water vendor	648	268
Other	2 354	2 193

(Source: Stats SA, 2011 and 2016)

The table above shows that the number of households using Local Water Scheme has increased from 212 002 in 2011 to 245 323 in 2016. The tables further show that no household in use of spring, rain-water tank and river/stream in 2016 as it was the case in 2011.



3.3.3.2 HOUSEHOLD TOILET FACILITIES	YEAR	
	2011	2016
None	2 257	
Flush toilet (connected to sewerage system)	194 098	229 684
Flush toilet (with septic tank)	4 322	6 854
Chemical toilet	557	658
Pit toilet with ventilation (VIP)	1 832	672
Pit toilet without ventilation	13 577	10 168
Bucket toilet	2 029	1 503

(Source: Stats SA, 2011 and 2016)

The table above shows that in 2016 there is no households without a toilet facilities compared to 2011 with 2 257 without toilet facilities. In 2016, there is a significant increase in the number of households connected to sewerage system from 194 098 in 2011 to 229 684 in 2016.

The entire 2019 will see members of the South African National Defence Force (SANDF) assisting the municipality with its sanitation infrastructure, with a particular focus on repairing pump stations and working on Waste Water Treatment Works (WWTW) to stop sewer spillages into the Vaal river system. The deployment of the army in Emfuleni follows an announcement by Finance Minister Tito Mboweni during his medium term budget policy speech in October 2018 that the military had been called to assist with engineering and other expertise to resolve the crisis in the Vaal river system.

The following is municipal sanitation infrastructure in numbers

- Sewerage manholes is 33 328.
- Sewer pump stations are 46.
- Sewer pumps are 94.

3.3.4 HOUSING (HUMAN SETTLEMENTS)

The Human settlement remains the competency of the Gauteng Provincial Government. The role of local municipalities in term of housing provision is to facilitate and register individuals who are in need of houses. It remains the responsibility of the municipality to distribute the title-deeds after being issued by province or national departments. The Municipality has established Rental Housing Information Offices where Rental Tribunal Administration is performed and the function of the Information Offices is to advise tenants and landlords in regard to their rights and obligations in relation to dwellings within the area of their jurisdiction.

During the year under review, 418 RDP houses were built at the following areas: Sebokeng Zone 24, Sonderwater, Tshepong and Sebokeng Extension 28. The current housing backlog is estimated at 76 000.

TYPE OF DWELLING	YEAR	
	2011	2016
House or brick/concrete block structure on a separate stand or yard or on a farm	166 909	188 913
Traditional dwelling/hut/structure made of traditional materials	654	614
Flat or apartment in a block of flats	7 243	5538
Cluster house in complex	866	1 500
Townhouse (semi-detached house in a complex)	2 229	2 203
Semi-detached house	1 030	756
House/flat/room in backyard	8 529	20 885
Informal dwelling (shack; in backyard)	17 675	17 832
informal dwelling (shack, not in backyard; e.g. in an informal/squatter settlement or on a farm)	12 974	13 259
Room/flat let on a property or larger dwelling/servants quarters/granny flat	1 070	1 035
Caravan/tent	95	33
Private ship/boat	-	
Not applicable (living quarters is not housing unit)	-	

(Source: Stats SA, 2011 and 2016)

The table above shows an increase in the number of concrete block structure from 166 909 in 2011 to 188 913 in 2016. The numbers of dwellers in the flat/room in the backyard shows a significant increase from 8 529 in 2011 to 20 888 in 2016.

PRIMARY HEALTH CARE SERVICES

Primary Health Care Services are currently being rendered by the Emfuleni Local Municipality on behalf of the Gauteng Department of Health. The services are being rendered as depicted below. The Primary Health Care Services renders comprehensive primary health care service to the community living within the boundaries of ELM and also ensures that they have access to personal health services through promotion, prevention, curing and rehabilitation.

Emfuleni Local Municipality renders the service through 18 fixed clinics, of which 5 are structurally adequate to render a comprehensive PHC core service package. The remaining 13 clinics have structural constraints which prevent comprehensive PHC service delivery or one-stop-shop services as advocated by National Health Norms and Standards. Overcrowding, long queues and compromised infection control becomes a reality in these

facilities. Due to the challenges alluded to above. The department has prioritised upgrading of health facilities to address the structural constraints in health facilities.

The following number of public and private health facilities is established within the area of jurisdiction of the municipality:

Hospitals		Clinics	
Public hospitals	4	Public clinics	26
Private hospitals	7	Private clinics	4

There is general concern from the members of public that most of the clinics need to be upgraded and the working hours have to be extended to accommodate patients. There is generally long queues and shortage of nursing staff in most of those clinics. To improve primary health care in this area, the Gauteng Department of Health is in a process to provincialise the service. This is a process that is envisaged to render services meeting the standards of the proposed National Health Insurance.

3.3.6 INFRASTRUCTURE PLANNING AND DEVELOPMENT

The Infrastructure Planning and Development (IPD) cluster houses specialist department with the main focus of delivering new infrastructure programmes/projects. It is positioned to offer services that are geared towards the delivery of all capital projects and programmes. There are three (3) services offered by the cluster which are: Programme/Project Administration, Programme/Project Control and Programme/Project Implementation and Infrastructure Planning.

3.4 GOOD AND FINANCIAL SUSTAINABLE GOVERNANCE

The Constitution of Republic of South Africa sets out the necessary codes of good governance as being: the rule of law; accountability, accessibility, transparency, predictability, inclusiveness, equity, participation and responsiveness to people's needs. In line with the Sedibeng Growth Development strategy, Good Governance & Financial Sustainable Governance covers the following aspects: Accountable, effective and clean government, sound financial management, functional, compliance and competence matters.

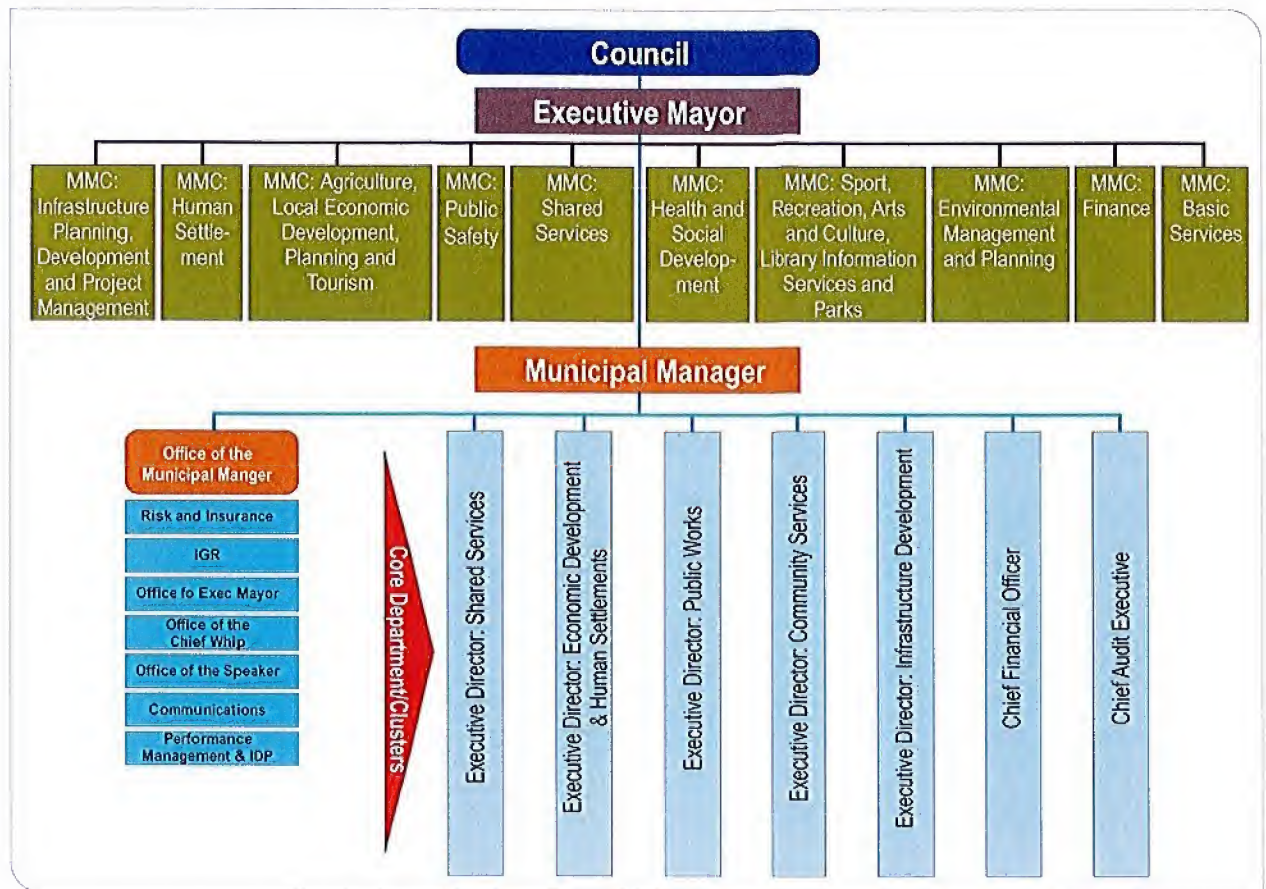
3.4.1 ORGANISATIONAL STRUCTURE

Emfuleni Local Municipality is led by an Executive Council which is headed by the Executive Mayor. The Executive Council comprises of elected public representatives. The Executive Council appoints 11 of its members, including the Executive Mayor, to serve on the Executive Mayoral Committee (MAYCO). Each member of the Mayoral Committee heads a Portfolio committee in terms of Section 80 of the Municipal Systems Act (No. 32 of 2000). The Executive Committee members are essentially members from the ruling party.

Council also appoints the Executive Mayor, Speaker and Chief Whip. The Speaker acts as Chairperson of Council. The key role of Council is to focus mainly on legislative, participatory and oversight roles. Council has delegated its executive functions to the Executive Mayor and the Mayoral Committee. Council's principal role in this instance is that of a law maker. Other key roles of Council are to debate issues publicly as well as facilitate political debate and discussion.

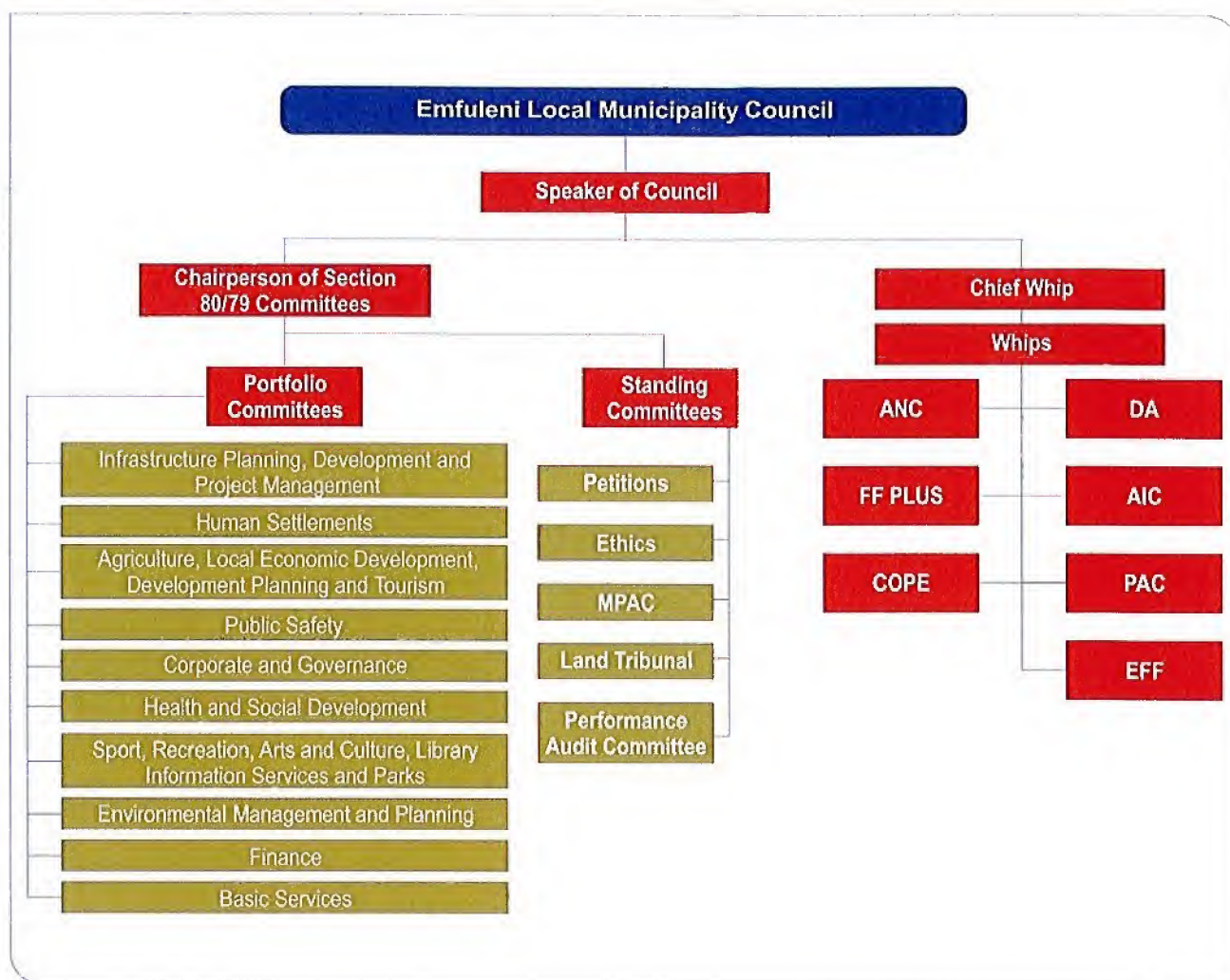
The Municipal administration is led by the Municipal Manager who in turn is supported by a team of 5 Executive Directors, Chief Financial Officer who are appointed in terms of section 56 of the MSA as outlined in the approved council structure, Chief Audit Executive and Chief Risk Officer,

3.4.2 COUNCIL STRUCTURE



The structure above shows the Council and Administrative Governance structure of Emfuleni Local Municipality.

COUNCIL COMMITTEES



The diagram above shows the Council's Governance structure of Emfuleni Local Municipality.

3.4.3 MUNICIPAL COUNCIL COMPOSITION

Emanating from the local government elections that were conducted on the 03 August 2016, registered Councillors seats is 90. The table below reflects the composition of the Emfuleni Local Municipality by political party, seats and gender.

Council composition by political party, seats and gender:

Party	Total Seats	Ward Seats	PR Seats	Gender	
				Male	Female
African National Congress (ANC)	50	37	13	28	22
Democratic Alliance (DA)	22	8	14	15	7
Economic Freedom Fighters (EFF)	11	0	11	5	7
Congress of the People (COPE)	1	0	1	1	0
African Independent Congress	3	0	3	2	1
Freedom Front + (FF +)	2	0	2	1	1
Pan African Congress (PAC)	1	0	1	1	0
TOTAL	90	45	45	48	42

The Council has 90 seats in total, made up of 45 wards and 45 PR seats.

There are also other structures of Council which deals with vast wide ranging responsibilities and issues of Council that has been delegated by Council to these structures which are the following:

- Office of the Speaker,
- Office of the Executive Mayor and Mayoral Committee,
- Office of the Chief Whip,
- Section 79 Committees of Council,
- Section 80 Committees of Council,
- Standing Committees,
- MPAC,
- Audit and Performance Committees.

3.4.12 SECRETARIAT AND ADMINISTRATION SERVICES

The Department consists of two sections namely Committee Services and Administrative Support Services. The purpose of the department is primarily to render an efficient and effective support service to Council, and its committees, including all departments of Council as well as the community.

COMMITTEE SECTION

The functions of this unit are as follows:

- Drawing and administering a schedule of all meetings of Council and its Committees for councillors and departments.
- Co-ordination of all reports from different clusters for agenda purposes.
- Convening meetings and compilation of agendas for council members.
- Attendance of meetings and compilation of minutes for council members.
- Filing and safe-keeping of all agendas and minutes of Mayoral Committee and Council meetings for departments' reference purposes.
- Safekeeping and updating of Delegations of Authority, Policy Register and tape recordings of meetings for departments and councillors.
- Compilation and distribution of action lists for updating by Clusters.

Procedure manuals for preparation and submission of reports for agenda purposes with specific timeframes are drawn but not adhered to. As a result, agenda production is done at the eleventh hour which leads to Council members receiving the agenda sometimes late at night to ensure the delivery thereof within the specified 72-hour period before sitting of meetings.

Non-sitting of scheduled meetings leads to reproduction of the agenda which creates wasteful expenditure, unnecessary overtime payments and it also delays the decision-making process. Meetings of Council, Mayoral and other Committees of Council are continuously co-ordinated successfully. Agendas and minutes for all meetings are prepared to ensure the smooth running thereof. Statistics of meetings held and attendance by

councillors are updated on a regular basis. Extracts and enquiries of Council and Mayoral Committees resolutions are prepared upon request.

At the beginning of every month, a calendar indicating all meetings of Council for the forthcoming month is prepared and distributed through Senior Management to reconcile their diaries accordingly. The distribution of the monthly calendar has now also been extended to the Executive Mayor, Speaker, Chief Whip and all members of the Mayoral Committee and Exco.

ADMINISTRATIVE SUPPORT SERVICES

The functions of this unit are as follows:

- Provide a central records service in terms of the Gauteng Provincial Archives and Records Service Act to all clusters
- Maintain and facilitate switchboard, telephonic, text and electronic communication service to internal and external stakeholders.
- Maintain and facilitate the receipt and delivery of incoming and outgoing mail for internal and external stakeholders.
- Safekeeping of contracts entered into and between Council and internal and external stakeholders.

The Department is running a records system that has been approved by Provincial Archives. Council has introduced an Electronic Archive and Retrieval System in 2006 as a back-up to the hard copies, but both systems are located in the same building. Contracts are properly kept and registered.

3.4.4 HUMAN RESOURCES AND TRAINING

3.4.4.1 HUMAN RESOURCES

VACANCY RATE - EMULENI LOCAL MUNICIPALITY

CLUSTER	DEPARTMENT	Number of Approved Posts	Filled Posts	Vacant Posts	Vacancy Rate %	Critical Vacancies
EXECUTIVE CLUSTER	Office of the MM	11	6	5	45.45	
	Communication	13	7	6	46.15	4
	Risk Management	19	11	8	42.11	4
	Strategic Support	1	0	1	100.00	0
	Performance Management	8	2	6	75.00	4
	IDP	10	7	3	30.00	3
	Policy & Strategy	1	0	1	100.00	0
	Governance Specialist	1	1	0	0.00	0
	Intergovernmental Relations (IGR)	1	1	0	0.00	0
	Monitoring & Evaluation	8	8	0	0.00	0
	Office of the Executive Mayor	18	11	7	38.89	7
	Office of the Speaker	12	10	2	16.67	3
	Office of the Chief Whip	34	31	3	8.82	3
		137	95	42		28

	Grand Vacancy Rate %						30.66	
CHIEF AUDIT EXECUTIVE								
	Office of the Chief Audit Executive	6	3	3	3		50.00	
	Performance Management Audit	5	3	2	2		40.00	
	Operational, Risk Based Audits	5	4	1	1		20.00	
	ICT Audits	5	2	3	3		60.00	
	Financial Audits	5	5	0	0		0.00	
	Grand Total	26	17	9	9		0	
	Grand Vacancy Rate %						34.62	
CHIEF DIRECTORATE: UTILITIES & STRATEGIC PROJECTS (METSIA-LEKOA)								
	Office of the Chief Director	21	5	16	16		76.19	1
	Operations	617	267	350	350		56.73	254
	Project & Planning	21	4	17	17		80.95	6
	Customer Care	25	11	14	14		56	10
	Grand Total	684	287	397	397		271	
	Grand Vacancy Rate %						58.04	

CHIEF FINANCIAL OFFICER	Office of the CFO	10	5	5	5	50.00	3
	Budget	14	5	9		64.29	5
	Expenditure	48	29	19		39.58	8
	Financial Control	28	14	14		50.00	4
	Supply Chain Management	81	43	38		46.91	15
	Assets Management	12	2	10		83.33	1
	Revenue & Customer Care	112	44	68		60.71	34
	Credit Control & Debt Management	44	14	30		68.18	11
	Grand Total	349	156	193			81
	Grand Vacancy Rate					55.30	
PUBLIC WORKS	Office of ED: Public Works	12	7	5		41.67	0
	Roads and Storm Water	1390	200	1190		85.61	489
	Environmental Management & Planning	508	335	173		34.06	169
	Electricity	238	142	96		40.34	76
	Grand Total	2148	684	1464			734
	Grand Vacancy Rate					68.16	

ECONOMIC DEVELOPMENT PLANNING	Office of the Executive Director						
	6	5	1	16.67	0		
	Building Control	60	40	20	33.33	23	
	Human Settlement	52	15	37	71.15	25	
	LED & Tourism	24	13	11	45.83	9	
	Land Use Management	30	18	12	40.00	9	
	Properties	13	6	7	53.85	7	
	Grand Total	185	97	88		73	
	Grand Vacancy Rate				47.57		
SHARED SERVICE	Office of the Executive Director	4	3	1	25.00	0	
	Employment Equity	1	1	0	0.00	0	
	Facilities	86	44	42	48.84	29	
	Fleet	79	37	42	53.16	32	
	Human Resource	50	39	11	22.00	8	
	Labour Relations	13	7	6	46.15	4	
	Legal	22	8	14	63.64	5	
	Organizational Development	19	6	13	68.42	5	
	Secretariat & Administration	48	25	23	47.92	5	

	Grand Total	322	170	151	88
	Grand Vacancy Rate			46.89	
INFRASTRUCTURE PLANNING & DEVELOPMENT					0
	Office of the Executive Director	4	2	2	
	Program and Administration	19	10	9	2
	PMU	19	9	10	13
	Grand Total	42	21	21	15
	Grand Vacancy Rate			50.00	
COMMUNITY SERVICE					
	Office of ED: CS	9	4	5	0
	Sports, Recreation, Arts Culture & Library Information Sy	347	188	159	104
	By-Law	4	3	1	1
	Public Safety	706	287	419	133
	Environmental Health & Social Dev	365	145	220	61
	Parks & Cemeteries	1021	139	882	299
	Grand Total	2452	766	1686	598

	Grand Vacancy Rate	68.76				1888
GRAND TOTAL		6345	2293	4051		
GRAND VACANCY RATE %						
					63.85	

3.4.5 TRAINING

Training and Development is one of the divisions within the Human Resources department responsible for institutional and individual capacitation at ELM. The key functions of Training and Development are:

- To conduct regular skills audits,
- Establishing and prioritising training needs as per results of skills audits and training needs assessments as well as AG and internal audit findings,
- Aligning skills development strategy with the IDP human capital strategy and goals,
- Compiling an annual workplace skills plan (WSP) for submission to the Local Government Sector Education and Training Authority (LGSETA) for funding purposes and implementing these training interventions accordingly,
- Compiling Annual Training Reports (ATRs) for submission to Council and sourcing external funding from various Sector Education and Training Authorities (SETAs) to augment the internal training budget,
- Developing mutually beneficial collaborative relations with institutions of higher learning especially with those based in the Sedibeng District,
- Encourage personal career-patching and development for employees,
- Provide Internship and Learnership opportunities for internal staff as well as unemployed youth from the Sedibeng District,
- Assist with Policy Development and implementation with regards to talent management and succession planning.

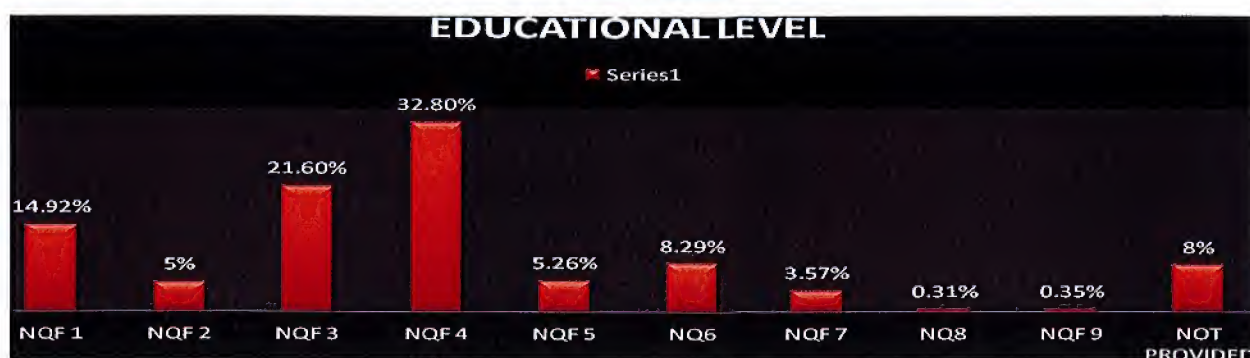
Training and Development has largely performed well on these core functions thus far with the following notable exceptions:

- A new skills audit process to be initiated in 2019 since the last major institutional skills audit was completed in the 2014/15 financial cycle.
- ELM cash flow challenges have resulted in the downward adjustment of the internal training budget increasing reliance on the external sourcing of funds.
- This lack of cash-backed budgeting for the Training section also influences the attainment of IDP-stated human capital development goals for the institution.

Training and Development will seek more collaborative ventures with institutions of higher learning based in the Sedibeng District in order to minimise reliance on the ELM training budget. In conclusion, Training and Development should seek closer consultation with the IDP processes in order to constantly align its key targets with those espoused in the IDP regarding human capital development within ELM and its communities.

Below is a schematic illustration of what the skills audit conducted during the 2014/15 cycle revealed about the educational levels at ELM. The next skills audit to be conducted during 2019/2020 will indicate how far ELM has gone in improving the general educational levels of its employees and also indicate whether recruitment has been able to attract the correct talent to sustain the service delivery model of ELM.

3.4.5.1 EMFULENI LOCAL MUNICIPALITY SKILLS AUDIT OUTCOME



(Source : ELM Skills Audit 2014/2015)

The above institutional educational profile graph of ELM indicates that 14.92% of employees have a National Qualification Framework (NQF) 1 level of education which equates to anything between grade R-9 (standard 2-7). The next biggest clustering is 21% for NQF 3 (grade 12 or standard 10). The biggest clustering is 32% for NQF 4 (certificate obtained at FETS).

Employees with tertiary level education at NQF 5 and 6 stand at 5% and 8% respectively. The percentage decreases progressively the higher the NQF level. These statistics do indeed suggest that ELM may have a low level of technical proficiency for its size. In other words, the current skills reservoir is not adequate in serving the strategic ELM service delivery objectives.

3.4. LABOUR RELATIONS

The department sits at the epicentre of labour peace and harmony in the municipality. It is a useful conduit between employer and employee. The department is a custodian of labour related activities which range from conflict management and bargaining management. In a nutshell the key role of the Labour Relations discipline is to:

- Provide advice to the senior staff/management and the rest of the staff on all labour relations matters
- Liaise and communicate with all line managers and organised labour
- Inducting newly appointed staff on their conditions of employment and conducting information sessions through road shows
- Handling grievance and disciplinary matters
- Fulfilling the role of a reliable operational conduit between employer and employee(s)
- Engages in the bargaining activities of the SALGBC at the divisional level and locally in the form of the Local Labour Forum (LLF) with the primary purpose of attaining a sound labour relations environment.
- Represent employer at the dispute matters handled at different dispute resolution bodies,
I.e. CCMA and SALGBC. Assisting in the matters referred at the Labour Courts.

3.4.6 ORGANISATIONAL DEVELOPMENT

3.4.6.1 JOB EVALUATION

The department has evaluated three hundred and twenty five (325) jobs to date. Two hundred and thirty one (231) were a Provisional Outcome Report and eighty seven (87) were

Final Outcome Report. This process entailed the submission of the Process plan to the Emfuleni Local Municipality Executive Committee (EXCO) for approval. The approved Process plan is then submitted to the Gauteng South African Local Government Association Provincial Audit Committee for noting, followed by Job Evaluation results from ELM Job Evaluation Panel to moderate and to pronounce on the Job Evaluation Results of the municipality as mandated by the approved Job Evaluation Policy.

3.4.6.2 CHANGE MANAGEMENT

The following interventions are conducted as part of Transformation and Change in the municipality using the ADKAR model:

a) Ethics in the Work-Place – Ethics Awareness workshops were conducted from Level 2 – 3 and followed by Levels 6-9. These workshops were an attempt to bring conscience to employees on what is ethical and unethical conduct/behaviour in the working environment. Awareness workshops could not continue to other Levels as SAMWU oppose the exercise citing lack of consultation on these workshops. Management made a compromise to re-start the process through first engaging with the subject at the Local Labour Forum level. It was resolved that Ethics Institute of South Africa will make presentation to the Local Labour Forum and then followed by Awareness workshops. The Awareness workshops are planned for the next financial year 2018/19.

b) Business Process Modelling - the subject is foundational for compliance to the Municipal Standard Charts of Accounts as prescribed by Accounts Gazette No. 37577, 2014. Managers and Assistant Managers were trained on the subject and given two (2) templates to kick-start mapping processes. This exercise is gaining traction in 2018/19 financial year as a basis for Organizational Structure Review under section 139 of Act 108 of 1996 and Municipal Finance Management Act 56 of 2003. All clusters have submitted the two (2) templates with the exception of the Executive Cluster which consists of Political Offices, Internal Audit, Risk Management and the Accounting Officer.

c) Municipal Standard Chart of Accounts – the following is an extract from the, Municipal Regulations on a Standard Chart of Accounts Gazette No. 37577, 2014, (mSCOA) "*Section 216 of the Constitution of the Republic of South Africa 1996, provides that national legislation must prescribe measures to ensure transparency and expenditure control in each sphere of government by introducing generally recognized accounting practices, uniform expenditure classifications and uniform treasury norms and standards*".

To realize this, Change Management workshops were conducted with all line managers and users of systems in the municipality. The project was sponsored by Financial Services – Budget Office being the champion for the actual implementation of the project. The project is ongoing with certain levels still to be engaged in the process.

Municipal Standard Charts of Accounts is not only a Financial Reform but Business/Organizational Reform.

3.4.6.3 EMPLOYEE ASSISTANCE PROGRAMME

There were various workshops and medical surveillance that were conducted at the depots on monthly basis. Workshops range from Financial management, Debt counselling, Substance abuse, and Violence in the work-place, etc. Medical surveillance is VCTs, TB assessments, Blood sugar levels, Cholesterol, Eye-testing, etc.

Employees access the services through self and formal referrals. There are two (2) EAP Practitioners and one (1) HIV & AIDS Counsellor who went on retirement in third quarter of

2017/18. Financial Management workshops are done in collaboration through MOUs with Private Sector (Standard Bank of South Africa and Sanlam) and Local NGOs were conducting HCTs, TB and other medical related interventions.

3.4.7 EMPLOYMENT EQUITY

The Employment Equity Act of 1998 was promulgated as part of the transformation process that followed the 1994 elections and therefore carries a significant socio-economic and political mandate to promote equality in the workplace.

The purpose of the Act is to achieve equity in the workplace by promoting equal opportunities and fair treatment through the elimination of unfair discrimination; and 'implementing affirmative action measures to redress the imbalances of the past in order to ensure their equitable representation of designate groups at all occupational levels and categories. Emfuleni Local Municipality will therefore endeavour to implement strategies that will ensure the promotion of equal opportunities in the workplace. The current Employment Equity Plan was developed and approved by Council in June 2017 and will come to an end on the 30th June 2019. The Employment Equity and Skills Development Forum has been established as one of the consultative structures however the term of office for current members has come to an end and needs to be resuscitated.

The Employment Equity department embarked and conducted 4 shows to raise awareness on employment equity and related matters whilst giving priority to the mainstreaming of women and People Living with Disabilities. Together with Human Resources department, the department will seek to identify positions and advertise them for people with disabilities only, to meet the minimum requirement of 2% as prescribed by the Department of Labour. This proposal was considered and approved by the Municipal Manager.

The mainstreaming of women into higher managerial positions is also a priority for the municipality for the duration of the Employment Equity Plan (2017-2019).

3.4.8 INTERNAL AUDIT

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. King III report has been adopted as a tool for good corporate governance. It helps Emfuleni Local Municipality (ELM) accomplish its IDP objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit also play an important role in evaluating ELM effectiveness of control systems, and contribute to on-going effectiveness by playing a significant and a proactive monitoring role through continuous audit processes and consulting services. The department further follows a cluster audit approach in order that a full audit coverage and a value add service can be realised which is aimed at improving risk management, control as governance processes.

3.4.9 RISK MANAGEMENT

Risk Management is a proactive approach to the management of uncertainty. The process of risk management identifies possible risks and outlines the actions to be taken to help manage those risks. It is a deliberate attempt to learn from past mistakes and to be better prepared for potential future events. Risk management is a governance tool that forms a critical part of any municipality's strategic management. It is a process whereby a municipality both methodically and intuitively addresses the risk attached to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of

activities. The Enterprise Risk Management process is a structured, systematic and deliberate effort by management to identify, assess and address institutional risks on a continuous basis before such risks can negatively impact on the institutions service delivery objectives.

The Risk Management department exist to ensure that the municipality has systems in place to address the risk exposure of the municipality, in terms of identifying the risks facing the institution and setting up systems to address those risks, including obtaining adequate and proper risk financing in terms of insurance, as well as ensuring systems are in place to address the health and safety of employees. The Risk Management department is divided into, Occupational Health and Safety, Insurance and Forensic Investigations Units.

3.4.10 LEGAL SERVICES

Legal services department primarily provides legal support to all the clusters to assist in the safeguarding of the municipality's interests and further advice on proper compliance in relation to the municipality's obligations and responsibilities. Auxiliary support is also provided in the form of prosecuting/presiding in disciplinary enquiries on request, drafting revising/vetting of By-laws and policies, management of civil and criminal litigations against the local authority, assistance in quasi-judicial proceedings; inter alia internal appeal processes and administrative law compliance processes, professional and strategic support to contract management unit, compliance management and provision of general legal advisory services.

3.4.11 INFORMATION TECHNOLOGY

All IT Services are rendered to Emfuleni Local Municipality by employees of Sedibeng District Municipality on a Service Level Agreement (SLA). The IT services rendered to Emfuleni Local Municipality can be divided into the following categories: Operations, Technical Maintenance, Software Support, Projects and Administration. The technical function is responsible for the maintenance of hardware and network infrastructure.

The IT department is responsible for:

- Daily cash updates and backups of servers
- Daily/monthly/yearly operating schedules on Solar system
- Calls logged at the IT. Help desk using the new call logging system
- Average 500 calls per month
- Maintaining a data library for backups taken of all servers
- Ensuring that DRP (Disaster Recovery Plan) procedures are done on quarterly basis.

3.4.13 FACILITIES MANAGEMENT

The Facilities Management department is primarily responsible for the maintenance and care of all municipal offices and buildings within the area of Emfuleni. Functions include the renovations and partitioning of offices, office accommodation, and maintenance of air conditioning, electrical repairs and lighting systems, plumbing, carpentry, painting, renovations, fencing and parking management. The department is currently implementing corrective maintenance upon receiving works orders and maintenance queries from departments. Once a works order is received, inspections are conducted by Artisans to determine the actual complain and execute the works or refer to SCM processes.

Shortage of personnel and lack of materials has led to outsourced services but the department is still responsible for the management of the contract. The use of contractors has posed another challenge of monitoring and controlling expenditure since there is view that we are paying excessive or exorbitant amounts on some of the services, e.g. plumbing. The department is responsible for the maintenance of the following facilities:

• Municipal Offices	– 31
• Libraries	– 16
• Swimming Pools	– 05
• Community Halls	– 12
• Parks & Cemeteries Buildings	– 14
• Sport Stadiums	– 16
• Fire Stations	– 04
• Houses and Flats	– 826
• Depots and Workshops	– 13
• Water Care Works Buildings	– 04
• Landfill sites Buildings	- 03

3.4.14 FLEET MANAGEMENT

Emfuleni Local Municipality has a medium diversified fleet of about 655 vehicles; 490 ELM owned vehicles and 165 vehicles on Full Maintenance Lease. These vehicles range from light vehicles to construction equipment; in operation to provide essential services to the community it serves. The number of vehicles was reduced during the auctions.

Current status of the Fleet of Emfuleni

- 490 of ELM are owned Council Vehicles.
- 165 vehicles are on Full Maintenance Lease Contract.
- The status of the vehicles is changing everyday due to breakdowns and services.
- At the moment this number of vehicles is not enough for a Municipality of this magnitude.
- Most of ELM owned vehicles have reached its life expectancy with an availability of 38% on average daily.
- The fleet comprises of a hybrid model with a combination of leased and owned fleet.
- The average life of the fleet is almost 15 years which requires urgent replacement.

3.4.15 INTER-GOVERNMENTAL RELATIONS AND PRIVATE SECTORS

The Constitution of the Republic of South Africa, 1996 promotes and encourages co-operative government between the three spheres of government, government entities, municipalities across the board, including Chapter Nine institutions, so that these bodies can provide effective, efficient, transparent, accountable and coherent government to the people of South Africa as a whole. It further encourages the spheres of government not to work in silos, avoid duplication of projects/work and to support each other. To achieve this National Government has promulgated the Intergovernmental Framework Act to guide and assist the spheres of government in carrying forward the spirit of co-operative governance.

The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) extends the principles of participation and co-ordination between organs of state in the different spheres of government to also include integration, participation and co-ordination of joint programmes within a particular sphere of government. The Framework defines joint programmes as those programmes that transcend the conventional organisational

boundaries in planning, budgeting and implementation resulting in a number of departments/agencies/ministries responsible for one aspect of the programme, although none is responsible for it in its entirety.

In terms of Section 120 (1), of Municipal Finance Management Act No. 56 of 2003 "a municipality may enter into a public-private partnership agreement, but only if the municipality can demonstrate that the agreement will -(a) provide value for money to the municipality; (b) be affordable for the municipality; and (c) transfer appropriate technical, operational and financial risk to the private party. Emfuleni Local Municipality has the following existing partnerships with various sector departments, private and parastatals;

Gauteng Department of Human Settlement	-	Transfer business properties to beneficiaries.
Gauteng Department of Local Government and Housing	-	Municipality avails land for purposes of building houses.
Vaal University of Technology (VUT)	-	various projects,
Department of Agriculture	-	various programmes,
Department of Environmental Affairs	-	Building of stalls,

Emfuleni Local Municipality also has a Service Level Agreement with Gauteng Provincial Department of Health where they provide short courses for Emfuleni Local Municipality Primary Health Care staff members. ELM has a Service Level Agreements with the following companies to maintain the Traffic Islands in front of their business premises by cutting grass, landscaping and maintain flowerbeds and equipment:

- Vaal Toyota (Vereeniging),
- Fab-lane - small portion in front of their office in Piet Retief blvd in Vanderbijlpark,
- Active auto motors - C/o Frikkie Meyer and Rutherford blvd in Vanderbijlpark,
- Taljaard Taxis - in front of their office in Faraday blvd in Vanderbijlpark
- Bophelong Bricks - portion of Golden highway - in front of their offices,
- DME panel beaters - C/o Houtkop road and Steel road,
- Roshnee community - Cordoba street park, Roshnee community - Badir street park, Roshnee,
- Vaal Toyota - Johannesburg road middle Islands,
- Palms shopping centre - Middle islands opposite shopping centre in Vanderbijlpark.

There is a Memorandum of Agreement (MoA) between Sedibeng District and Emfuleni Local Municipalities for rendering of Fire Fighting Services during specialized fires and Hazmat incidents.

The National Department of Arts and Culture is assisting the Emfuleni Local Municipality Libraries and Information Services with grant funding for recapitalization of libraries. The Gauteng Provincial Sports, Arts, Culture, Recreation, Libraries and Archives Department are helping Emfuleni Local Municipality with the building of new library infrastructure.

The National Library of South Africa together with the Bill and Melinda Gates Foundation will assist by a donation of Information and Communication Technology. The National Library of South Africa together with the Mzansi Online will assist by rolling out LULAWAY Job Readiness Program at identified Libraries

Emfuleni Local Municipality Traffic and Safety Department has Joint Social Crime Prevention Programmes with the following:

- Gauteng Department of Community Safety
- Department of Social Development

- South African Police Services (SAPS)
- Youth Desk
- Community Policing Forum
- Big Gama
- Correctional Service

In addition to Joint Social Crime Prevention Programmes, Emfuleni Local Municipality has a Joint Drug Awareness Program with South African National Council on Alcoholism (SANCA) as well as a Joint Law Enforcement Program with the South African Police Services where Emfuleni Local Municipality looks at the traffic violations aspect of the program and the South African Police Services looks at the crime prevention aspect.

The Above mentioned entities sponsor Emfuleni Local Municipality with awareness campaign material and man-power (as required).

Department of Local Government and Housing works with the Emfuleni Local Municipality on the Public Information and Education Relations Programme (PIER) where they supply Emfuleni Local Municipality Fire and Rescue Department with information material. Sasol/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) - Partnering in order to share best current practices on water conservation. The partnership is very beneficial to Emfuleni Local Municipality (Metsi-a-Lekoa) with current high rate of water loss.

Rainwater- A five year Operations and maintenance agreement to maintain water care works and pump stations. Emfuleni Local Municipality and the Rand Water Board work together on Joint simulations and exercises. Department of Agriculture and Emfuleni Local Municipality Waste department - As part of integration of provincial and municipal programs Cleaning and Greening of the area 'Bontle-ke-Botho' concept has been adopted into municipal programmes.

University of the North-West -There is also private agreement with the university on Cleaning and greening of the area. The University advises the municipality on the best practices and implementation approaches.

3.4.16 OFFICE OF THE EXECUTIVE MAYOR

The Office of the Executive Mayor finds its existence and genesis on the duties, roles and responsibilities on the virility on the relevant legislation conferring and defining legislative competencies and obligations of local government.

The Executive Mayor within the realms of the law remains at the political apex of the municipality exercising political authority. The Executive Mayor emphases are on continuity of programme and integration of the new strategic interventions accordingly, with the following:

- Introduction and implementation of Institutional and labour capacitating and incentive programmes that are linked to performance outcomes of the four pillars strategy to achieve financial viability and undertake interventions mechanism to respond to the Auditor General findings and MEC comments
- Intensification of the Cleaning City Programme, integrate and localise GIYODI initiatives to all municipal programmes and it is envisaged that the programme shall be underpinned by an effective public participation and integrated municipal support systems.

- Establish and strengthen partnerships with relevant stakeholders in business and organized business, political parties, communities, NGO's, Institutions of higher learning, sports bodies and federations, religious organs, traditional leaders, youth and women organizations, sister municipalities, provincial and national government departments, international partners and investors.
- Convene sectoral summits to discuss challenges facing Emfuleni and develop interventions together with social partners. The workshops, seminars and summits will focus on finding common and mutually beneficial solutions to the economic, social and all other categories of challenges facing Emfuleni residents. Each of these engagements will be interconnected to the IDP. Focus groups will be established to strengthen the work of ward committees and ensure that these partnerships are sustained and value driven.
- Establish system to monitor and evaluate performance of partnerships and Mayoral Committee programs, including the quality of outputs of Section 80 Committees and other similar structures with impact on the implementation of SDBIPs.

3.4.17 STANDING COMMITTEES

Standing Committees are committees established to deal with Council matters. They are delegated some decision-making powers relating to the legislative arm and are required to submit reports to Council. A Councillor is usually selected to Chair all standing committees except the Audit Committee, which is chaired by an independent person in line with the prescriptions of the MFMA.

3.4.18 OFFICE OF THE SPEAKER

The Speaker is the Chairperson of Council, serving as the chief custodian and guardian of the legislative arm. The Speaker plays the following roles in building democracy within Council:

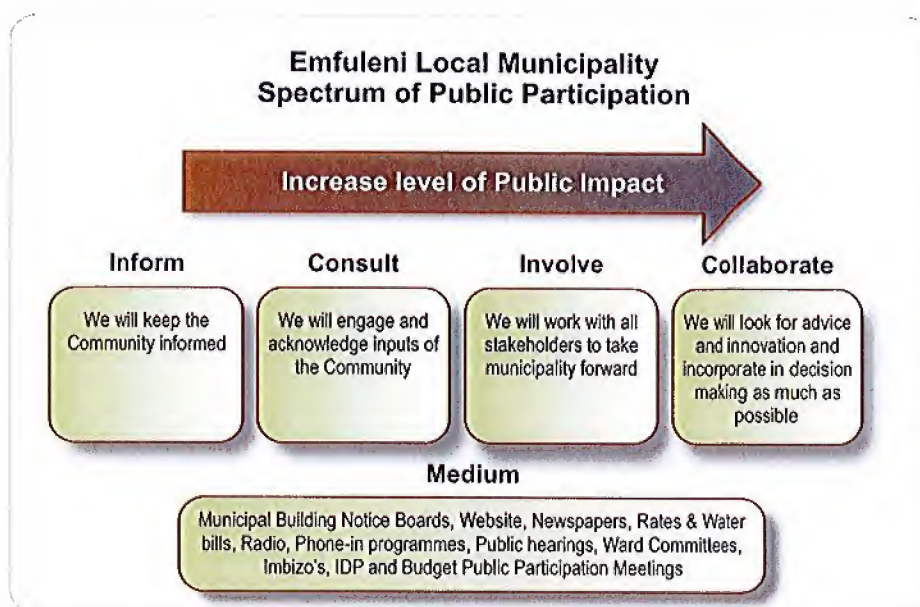
- To preside over meetings of Council;
- To ensure that Council meets at least quarterly;
- To maintain order during meetings;
- To ensure compliance in the Council and Council Committees with the Code of Conduct as set out in Schedule 5 of the Municipal Structures Act; and,
- To ensure that Council meetings are conducted in accordance with the Rules and Orders of the Council.

The Office of the Speaker is instrumental in the establishment and the functionality of the Ward Committees. The cardinal function of these ward committees is to assist the democratic representatives (Ward Councillors) to carry out their respective political mandates and to promote an ongoing process of debate, dialogue and communication between the Emfuleni municipal council and the community. Various ward committee meetings were subsequently convened to discuss basic service delivery issues and business activity matters including, the provision of water, health services and electricity, pipe leakages, contents of the IDP, waste removal and identification of indigent households. The office of the Speaker has also coordinated training for Ward Councillors and their Ward Committee members.

3.4.19 PUBLIC PARTICIPATION AND MEETINGS

The Communications and engagement approaches of the municipality play an important role in contributing to the public's understanding of public service and its engagement with local issues.

The following diagram depicts the municipality's public participation and engagement framework:



Public participation in the municipality is coordinated through the ward committee, petitions committee, public hearings, and IDP and Budget public participation meetings and Mayoral *Izimbizo*. These forums are also utilized as report back platforms on service delivery matters. The Speaker of Council plays an important role in coordinating public participation. The municipality uses notice boards, website, newspapers, rates and water bills to spread information about prices, new plans, budget priorities, etc. The commercial media as well as radio is also used to inform people, and in some cases like phone-in programmes.

3.4.19.1 WARD COMMITTEES

There are 45 functional Ward Committees in the municipality. Ward Committees have been set up to get a better participation from the community and to inform Council decisions. These committees seek to ensure that there is more effective communication between the Council and the community.

ETHICS COMMITTEE						
CHAIRPERSON	MEMBERS	GENDER	CONTACT NO.	MUN	PARTY	
Cllr Motsei L	Cllr Motsei L	M	0827738699	ELM	ANC	Whip / Spokesperson
	Cllr Sale Masabata	F	0835249019	ELM	ANC	Convenor
	Cllr Penny Sengoatsi	F	0630328235	ELM	ANC	
	Cllr Busi Mncube	F	0828288408	ELM	ANC	
	Cllr Thembile Nquba	M	0829050019	ELM	ANC	
	Cllr Thema Robert	M	0826828566	ELM	ANC	
	Cllr Moshooluba M	M	0781022870	ELM	ANC	
	Cllr Senekal Gerda	F	0766162124	ELM	VF+	
	Cllr Nkosi Simon	M	0791265266	ELM	DA	Spokesperson
	Cllr Shaun Mohono	M	0608462236	ELM	EFF	
	Cllr Gladys Madisha	F	0836910027	ELM	AIC	
RULES COMMITTEE						
CHAIRPERSON	MEMBERS	GENDER	CONTACT NO.	MUN	PARTY	
Cllr M Tsokolibane	Cllr Robert Thema	M	0826828566	ELM	ANC	Convenor
	Cllr Busi Mncube	F	0828288408	ELM	ANC	
	Cllr Edwin Kele	M	0781876370	ELM	ANC	
	Cllr Mzizi G	M	0780353737	ELM	ANC	
	Cllr Sikukula M	M	0826655759	ELM	ANC	
	Cllr Soxuza S	F	0833611062	ELM	ANC	
	Cllr Senekal Gerda	F	0766162124	ELM	VF+	
	Cllr Van Bodenstien	M		ELM	DA	Spokesperson
	Cllr Shaun Mohono	M	0608462236	ELM	EFF	
	Cllr Sula Samuel	M	0780921001	ELM	PAC	
	Cllr Masisa Loyiso	M	0790486271	ELM	AIC	
ELECTIONS COMMITTEE						
CHAIRPERSON	MEMBERS	GENDER	CONTACT NO.	MUN	PARTY	
Cllr Christine Sale	Cllr R Thema	M	0826828566	ELM	ANC	Convenor
	Cllr E Kele	M	0781876370	ELM	ANC	
	Cllr Jan Moshooluba	M	0781022870	ELM	ANC	
	Cllr Khethiwe Ntombela	F	0745466999	ELM	ANC	

	Cllr Busi Mncube	F	0828288408	ELM	ANC	
	Cllr Dimakatso Malisa	F	0824687660	ELM	ANC	
	Cllr Daddy Mollo	M	0737408988	ELM	DA	Spokesperson
	Cllr Senekal Gerda	M	0766162124	ELM	VF+	
	Cllr Sula Samuel	M	0789294451	ELM	PAC	
	Cllr Sebenzile Zwedala	M	0731588425	ELM	AIC	
	Cllr Mzwakhe Mapeyi	M	0732154278	ELM	EFF	
REMCO						
CHAIRPERSON	MEMBERS	GENDER	CONTACT NO.	MUN	PARTY	
Cllr Gift Moerane	Cllr Gift Moerane	M	0764645821	ELM	ANC	Convenor
	Cllr Thema Robert	M	0826828566	ELM	ANC	
	Cllr Mncube B	F	828288408	ELM	ANC	
	Cllr Tiebere M	M	0746384923	ELM	ANC	
	Cllr Von Bodenstein	M	827545268	ELM	DA	

COMMITTEE	PURPOSE OF COMMITTEE
Exco	Consider reports relating to all strategic issues and resolve in line with Delegated Authority.
Extended Exco	Consider all reports from Clusters and make recommendations to relevant Section 80 Committees except where the Committee has Delegated Authority.
Mayoral Committee	Consider all reports recommended by all Section 80 Committees and resolve all items delegated to the Mayoral Committee where they do not have delegated authority they refer reports to Council for approval.
Council	Approve all reports where the Mayoral Committee does not have delegated authority.
SECTION 79 COMMITTEES	
Audit Committee	Provides independent specialist advice on financial performance, efficiency and effectiveness, performance management and compliance with legislation and oversee the performance of Internal Audit. It is mandated to provide independent, objective assurance and consulting services geared towards adding value to Emfuleni Local Municipality and improve quality of the service delivery.
Ethics Committee	Ensures declarations of financial interest and compilation of the Register of Financial Interest annually and considers any alleged breaches of the Code of Conduct of Councilors.
Gender Committee	Gender mainstreaming training and empowerment.
Municipal Planning Tribunal Committee	This Committee attends to objections on applications such as removal of restrictive conditions, rezoning, subdivision and consolidations.
MPAC Committee	Is the mechanism through which the Council exercises oversight over the expenditure of public funds (money) and performance. It enhances the accountability process by ensuring objective political oversight in addition to governance structures, i.e. Council, Finance and Audit Committees.
Petitions Committee	Manage and process petitions from the public and co-ordinate and co-operate with Gauteng Provincial Petitions Committee. The Committee records and acknowledges the petitions and refers these petitions to the relevant Department for attention and execution.
Agricultural, Local Economic Development, Development Planning and Tourism Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Local Economic Development, Land Use Management and Building Control in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the

COMMITTEE	PURPOSE OF COMMITTEE
	Delegated Authority.
Appeals Authority (AA) Committee	The committee attends to appeals on MPT decisions, i.e. objections to MPT decisions
Basic Services Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Infrastructure, Electricity, Water and Sanitation in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Corporate and Governance Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Human Resources, Legal, Organisational Development, Employment Equity and Secretariat and Administrative Support Services, including Municipal Managers Departments i.e. IDP, Intergovernmental Relations, Internal Audit, Communication, and Information Technology and Political Offices: Executive Mayor, Speaker and Chief Whip in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Environmental Management and Planning Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Waste and Landfill Management in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Finance and Revenue Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Budget Control, Debt Management, Expenditure Management, Financial Control, Revenue Management and Supply Chain Management in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Health and Social Development Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Environmental Management and Health and Social Development in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Human Settlement Committee	Considers reports regarding all Housing and Property matters - Both the Administration of leasing of units and planning of Housing Developments in collaboration with the Gauteng Department of Local Government and Housing. Alienation and leasing of Land transactions in line with the Delegation of Authority.
Infrastructure Planning and Development	Render oversight function to the Cluster. Consider reports from the following Departments: Fleet Management, Roads and Storm-water, Infrastructure Planning and Asset Management, PMU and Facilities in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.

COMMITTEE	PURPOSE OF COMMITTEE
Public Safety Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Fire and Rescue, Traffic Control, By-law Unit and Municipal Court in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
Sport, Recreation, Arts and Culture, Library Information Services, Parks and Cemeteries Committee	Render oversight function to the Cluster. Consider reports from the following Departments: Sport, Recreation, Arts and Culture, Library Information Services and Parks and Cemeteries in line with the authority delegated to them. Approve and or refer reports to the Mayoral Committee in line with the Delegated Authority.
OTHER COMMITTEES	
Audit Steering Committee	To interrogate findings made by Internal Audit as well as the Auditor-General, and follow up on Management Action Plans to develop efficient internal control systems.
Supply Chain Management Committees (Bid Specifications Committee, Bid Evaluation Committee and Bid Adjudication Committee)	Consider the tenders to be awarded in line with the Supply Chain Management Policy and Delegation of Authority.
IDP& Budget Steering Committee	Consider the draft IDP document and Process Plan and refer them to the Mayoral Committee and Council.
Information Communication Technology and Governance Committee	Enhance information and communications technology use in Emfuleni Local Municipality.
Local LabourForum	This is a platform to discuss matters of mutual interest between Organised Labour and Management of local level.
Performance Audit Committee	Play oversight role on all performance Systems, Policies and Procedures outcome of quarterly assessment and appraisals.
Remuneration Committee	Consider the salary scales of Section 56 Employees and all other contracted employees who do not fall under SALGA Bargaining Council.
Risk Management, Anti-Fraud and Anti-Corruption Committee	To review effective functioning of Risk Management Systems and to ensure that the institutions risks are properly identified and well managed.

3.4.20 OFFICE OF THE CHIEF WHIP

The Chief Whip has a dual role, firstly of being the Chief Whip of Council and secondly of being the Chief Whip of the majority party in Council. The role of the Chief Whip of Council is to promote multi-party democracy by ensuring effective political representation, political oversight work and Caucus' community outreach engagements. The Chief Whip of Council also promotes and strengthen interrelations with all political parties represented in Council, key tasks of the Chief Whip of Council includes the following responsibilities:

- To deliver a functional Multi Party Caucus Systems that consists of Chief Whip of Council and Chief Whips of all Political Parties represented in Council to deal with issues that may hamper constructive relations between various political parties in Council.
- To deliver and coordinate the work of Caucus Sub-committees through Whips who are chairpersons of Caucus Sub-committees (Study Groups and all other Caucuses Forums) to perform their oversight role over the Executive.
- To coordinate and manage the work of Sub-Committee's by ensuring the functionality of Caucuses Sub-Committees (i.e. Whippery and all other Caucus Forums).
- To collaborate with the leader of the Legislative Arm of Council (**Speaker of Council**) on issues related to conduct of Councillors, Councillors benefits including governance matters that requires intervention of Party Chief Whips.
- To act as a link and interface between the Legislative Arm of Council (**Speaker of Council**) and Executive Arm of Council(**Executive Mayor**) through the Political Management Team (PMT).
- To facilitate and coordinate Party Proportional representation of councillors to Council Committees in consultation with the Chief Whips of other Political Parties and to monitor and evaluate the functioning of those Committees.
- To deploy Whips to Council Oversight Committees in order to promote and to encourage robust political engagements in enhancing communication as a tool for decision making processes.
- To ensure that convened Council Committee's meetings have a quorum and Councillors contribute constructively to the business of Council being monitored by Chief Whips and Leaders of parties.
- To ensure Multi Party Forum assess, evaluate and monitor the performance of Councillors in various committees of council and to deal with all matters that may hamper the functionality of Council Committees.
- To oversee the effective coordination of Party Caucus Makgotla, Strategic retreats and all other oversight forums in soliciting political parties input to the IDP/Budget Processes and Council Programs.
- To oversee and effectively communicate the work of both the Executive and Legislative Arms of Council to Caucus and communities.
- To manage Caucus budget allocations in line with the approved Council policy.

3.5 RELEASING HUMAN POTENTIAL

It is about creating a municipality with improved literacy, numeracy and skills levels. Emfuleni will be a place where life-long learning is promoted and learning is done in partnership with communities, educational institutions, and the private sector. The region needs to build social capital through key socio-economic interventions.

3.5.1 SPORT, RECREATION, ARTS AND CULTURE

The Sport and Recreation Division of Emfuleni Local Municipality is functioning within the SRACLIS Department (Sport, Recreation, Arts, Culture, Library and Information Services). It is divided into three components which are the design and implementation of Sports Development Programmes and day to day maintenance of all council sport facilities and the management and maintenance of recreational facilities such as public swimming pools, recreational resorts and community halls. The municipality maintains and manages the following facilities through its Sport and Recreation Division:

- C.O.P. Sport Grounds (Vanderbijlpark)
- Bophelong Sport Stadium
- Boipatong Sport Stadium
- Tshepiso Sport Facilities
- George Thabe Sport Stadium (Sharpeville)
- Dick Fourie Sport Stadium (Vereeniging)
- Steelpark Sport Grounds
- President Park Sport Grounds (Vereeniging)
- Roshnee Sport Stadium
- Rust-ter-Vaal Sport Stadium
- Sonlandpark Tennis Courts
- Evaton Golf Course
- Saul Tsotetsi Sport Centre. (Sebokeng)
- Sebokeng Zone 7 Sport Stadium
- Evaton Sport Facilities
- Lakeside Sport Stadium
- Palm Springs Sport Stadium
- Evaton North Sport Stadium
- Sebokeng Zone 11 Sport Stadium
- Sebokeng Hostels Sport Stadium
- Sebokeng Zone 13 Sport Stadium
- Emfuleni Caravan Park
- Emfuleni Picnic Resort
- Emfuleni Youth Camp Site
- Dickinson Park
- Sam Gross Boat Yard
- C.O.P Swimming Pool
- SE2 Swimming Pool
- Duncanville Swimming Pool
- President Park Swimming Pool
- Sharpeville Swimming Pool
- MphoSiphiwe Community Hall
- Boipatong Community Hall
- Bophelong Community Hall
- Noordvaal Community Hall and Squash Court.

3.5.3 ARTS AND CULTURE

The main purpose of this division is to design, implement Arts and Culture Development Programmes and also forge partnership with relevant arts and culture stakeholders. The following are some of the programmes that are annually implemented by the municipality:

- **Dance:** Dance auditions around the area to identify potential and talented dancers who will stage the Emfuleni Dance Festivals in September as part of our Heritage Month Program. The program had past successes with partnerships formed with the Gauteng Dance Manyano and Provincial Arts and Culture Department. This is an ongoing partnership which has created a good platform for local artists to compete at Regional and Provincial levels. Three dance groups were selected to participate at the Provincial Festival.
- **Theatre:** Theatre Auditions were hosted within the municipal area to identify potential and talented productions that participated in the Vaal River Carnival. The program had past successes with partnerships formed with the Provincial Arts and Culture Department. This is an ongoing partnership which has created a good platform for local artists to compete at Regional and Provincial level. Eighteen (18) groups were selected to participate at Regional Auditions where 3 productions will represent Emfuleni at Provincial Festival.
- **Fashion Show:** The fashion show program has become very successful as models and designers coming from various countries like Botswana, Congo, Zambia and Namibia are attracted. The fashion shows have annual themes and are hosted during the annual Vaal River Carnival.
- **Indigenous Gospel:** This is a successful program that aims to promote local indigenous gospel music by encouraging well established gospel singers and groups to share the stage with the local indigenous singers and choirs. In 2017 a decision was taken to merge two programs, and it has been extensively supported by the local community. Some of the choirs that participated were awarded trophies at *Mmino-wa-Setho* Awards held at Emperors Palace. In 2018 Emfuleni Indigenous Gospel Association was appointed to facilitate a workshop on the formation of an equivalent association at Mogale City Municipality.
- **Brass Band Festival:** This festival has grown over the past years and it aims to promote local bands within the Region. There are a number of bands that started out on stage at the Vaal River Carnival and since then showed significant progress.
- **Street Parade:** The Street Parade is a successful program and it is held annually as part of Human Rights celebrations at Bophelong and as part of the Vaal River Carnival.
- **Film Marathon:** This is a new programme that was introduced in the 2017/18 reporting year. It started in March as part of the Human Rights festival and during the Vaal River Carnival. It involves hosting a Film summit followed by a Film marathon featuring local film productions. The Vaal Film Forum was established in partnership with Gauteng Film Commission and is supported by the municipality.
- **Kasie Live Bands and Hip Hop Bands:** In 2017 hip hop formed part of the Vaal River Carnival program due to an increasing demand for hip hop music in the area. This new program was introduced in 2017/18 with the intention of making it an annual event. It will form part of the Vaal River Carnival calendar moving forward.

It had a successful launch with five (5) local bands performing and it is envisaged to attract more bands in future.

- **Gauteng School Drama Festival:** Emfuleni Arts and Culture in partnership with Department of Sport, Arts, Culture and Recreation appoints artists who go to local schools, teaching the learners drama, dance, poetry and music. Through this intervention, the municipality is able to identify schools that can be taken through the program and enrolled for Gauteng School Drama Festival. The programme aims to attract participation from more local schools in future. This year the Sizwe Sechaba Secondary School within Emfuleni won the Provincial Competition.

Vaal River Carnival Programmes

During 2018, a successful Vaal River Carnival was hosted and the following programs were presented:

- Spring Beer Festival
- Sedibeng Music Conference
- Sedibeng Spring Festival
- Vaal River City Marathon
- VRC Choral Festival
- Bikers Charity Day Jol
- VRC Brass Bands & Indigenous Gospel Program
- Golf by the River & Gala Dinner
- Jazz by the River
- Vaal Spring Break
- All White Sunday Soul Session
- VRC Dance Auditions
- VRC Theatre Auditions
- Vaal Kiddies Festival

Heritage Month Programmes

- **Golf Day**, to raise funds for the dignitary packs for rural school going kids (both boys and girls).
- **Gala Dinner**, to honour and celebrate the legacies of prominent citizens from Sedibeng.
- **Jazz by the River.**

3.5.4 LIBRARY AND INFORMATION SERVICES

The Library and Information Services department manages fifteen (15) libraries across the municipal area. These libraries are divided into three (3) regions. (Region 1: 5 Libraries Region 2: 4 Libraries, Region 3: 6 Libraries). A Principal Librarian is in charge of each region and each library is headed by a Librarian.

The following programmes are being implemented at the 15 Libraries annually:

- **Born to Read program:** This is a family literacy program to promote the love and culture of reading in the upcoming generation and create awareness in parents on their responsibility of reading to very young children.

- **Early Childhood Development:** This program introduces children to the magic of books by providing appealing books with information that workers, teachers and caregivers can share enthusiastically with the children at an early age. This is an outreach and educational service to rural crèche's and ECD centres.
- **Story telling:** Storytelling is conducted in all languages to inculcate a culture of reading to all.
- **Outreach service:** This is a program that involves taking the Library service to old age homes, housebound people and shelters in Emfuleni by means of Librarians visiting predetermined locations on predetermined times.
- **Reading Programs:** These are different programs that focus on getting the entire population to read – from programs at schools, crèches, programs during South African Library week, National Book Day, Reading and Literacy Day, Battle of the Minds, a debate program.
- **Additional Programs:** Food Gardens at the Libraries for the poor were established to alleviate poverty and empower communities, programs to celebrate national days of importance, e.g. Heritage Day, Human Rights Day, etc.
- **E-Thute Program:** E-Thute is Emfuleni Local Municipality's learning initiative aimed to assist local unemployed youth to develop their business and computer skills, thus increasing their likelihood of being employed in the future. Registration is conducted at 15 libraries .E-Thute is a free program at the disposal of the unemployed youth in this community.

3.5.5 TRAFFIC AND SECURITY

The main focus is the improvement of road safety and to prevent crime and losses on Council property in order to ensure the safety of human life and property. The Division participates in the respective national road safety campaigns, provincial road safety and social crime prevention campaigns and co-ordinate actions with other law enforcement agencies such as the South African Police Services, Gauteng Provincial Traffic Services, and the Department of Transport.

The Social Crime Prevention Unit within the ELM Public Safety coordinates various campaigns aimed at mobilising, and creating community awareness to fight crime. Social crime prevention initiatives are rendered in a multifaceted approach with other stakeholders like Sedibeng District Community Safety, Gauteng Provincial Department of Community Safety, Department of Correctional Services, Department of Social Development, Home Affairs, Department of Education (District 7 & 8), SAPS, CPF's, NGO's, CBO's, FBO's, Drug Action Committees where they exist. Together with these stakeholders under the umbrella of the ELM Community Safety Forum have implemented this campaigns, school safety school talks and joint school searches, activities towards 365 days of activism against abuse of women and children, youth crime prevention anti-gangsterism campaigns, crime prevention through environmental design identification of crime hotspots and cleaning to alter environments where crime mostly occur, Review process of the local crime prevention Strategy with SALGA, Department of Community Safety and GIZ.

CRIME SITUATIONAL ANALYSIS

Crime Prevention is initiated at community level because crime occurs at local level. It is necessary for local government to initiate various actions to engage with other tiers of government. ELM recognises that crime is a deterrent to effective service delivery in the community and examples of such are cable theft, theft of municipal lights and vandalism of property belonging to ELM. Criminal elements are attracted to ELM due to availability of habitation spaces in and around informal settlements, many entry and exits routes also increases vulnerability to crime. ELM is a thoroughfare for tourists and by-passers enroute to other destinations within Gauteng and to the Free State and North-West provinces.

The proliferation of business is cited as a root cause for the escalation of business robberies and contravention of ELM by-laws. Contributing factors or crime generators at policing precincts within ELM include:

- Empty premises used as hideouts by criminals.
- Prostitution and trafficking of young girls from various areas also contribute to drug abuse, sexual offences, and robberies.

The resolution by the CRL to ban initiation schools in Gauteng was for various reasons which include perpetuation of gangsters, abduction, robbery and drug abuse.

Achievements

- The Emfuleni Traffic & Security Annual Law Enforcement Plan was implemented
- The following *Social Crime Prevention* campaigns were conducted:

School safety; promotion of social crime at local municipality level; anti substance abuse; supporting local CPF's; Youth crime prevention ,drug awareness and anti-gangsterism campaigns with the community,365 days of activism. Crime Prevention through environmental design (identifying crime hot spots and priority areas

conducive to crime to reduce rape, robbery and hideouts for drug abusers and peddlers) school searches. Crime prevention audits and wards profiling.

- *Road Safety promotions* were conducted at schools and community in general based on the conducted vulnerability assessments and requests from the community.
- *Security and Investigations* -All theft of municipal property and misuse of Council property were investigated in order to prevent and minimize future theft or loss of municipal property. Security & Investigation unit also had to attend to theft of metal and cable.

3.5.6 MUNICIPAL COURTS

The Municipal Courts is a multi-disciplinary function with territorial jurisdiction within the Emfuleni Magisterial District. The district consists of the Sebokeng Magisterial District, the Vanderbijlpark Magisterial District and the Vereeniging Magisterial District as determined by the Department of Justice & Constitutional Development.

The Municipal Courts has a mandate in terms of Section 112 of the Municipal Systems Act of 2000, to conduct prosecution in respect of a contravention of, or failure to comply with a provision of a by-law and/or regulation of a Municipality, other legislation administered by the municipality and other legislation as determined by the National Director of Public Prosecutions. Court functions are performed as determined in terms of the Criminal Procedures Act, the Magistrates Courts Act, and the National Prosecuting Authority Act and upon delegation by the National Director of Public Prosecutions.

Municipal Courts' core function is the processing and adjudication of all municipal related cases submitted by the respective law enforcement agencies in Council (i.e. Land Use Management, Building Control, Traffic, By-laws and cases enforced by the SAPS, etc.)

COURT SUPPORT SERVICE

The Municipal Court has contracted a service provider to provide some support functions and services required. These services include the provision of dedicated Contravention Management System software required for the recording of cases, computer equipment, printers, scanners and staff required for the timely capturing and processing of cases file with the court in order to prevent any potential backlogs in case flow and to sustain legislative compliance. All the relevant role players such as law enforcement agencies, prosecution, court support and legal the fraternity, only to name a few, are integrated to achieve the service expected of the Municipal Courts.

Achievements

During the financial year, the Municipal Courts adjudicated 183 092 cases, finalized 690 warrants of arrest; considered 77 853 representations and collected revenue to the amount of R30 904 281.

The Municipal Courts Help Desk assisted defendants with warrants of arrest, fine and payment enquiries relating to their respective cases. A recorded total of 6 895 telephone enquiries, 10 693 e-mail and 3 290 fax enquiries were received and attended to by the Help Desk during the past year. All enquiries received were promptly dealt with in order to expedite the finalization of the relevant cases;

The following are deliverables in line with the 2018/19 IDP.

The Municipal Courts performance is measured in terms of its success in moving cases from filing to disposition.

It endeavours to have an 8% accumulative success rate on cases received from the respective law enforcement agencies in Council. An 8% success rate should generate revenue of at least R 30,000,000 from fines issued.

3.5.7 FIRE BRIGADE & RESCUE SERVICES (DISASTER MANAGEMENT)

During 2008, the Division Fire & Rescue Services embarked on the establishment of a Disaster Management Unit for Emfuleni Local Municipality. Although the function is mainly performed by Sedibeng District Municipality, the Disaster Management Act permits local municipalities to establish their units. The type of disasters recorded during the past years is mainly damage to resident's houses/units/property caused by wind and storm, flooding in low lying areas and informal settlement fires destroying the houses and personal belongings.

ACHIEVEMENTS OF FIRE & RESCUE

During the year 2018/19, the Emfuleni Fire & Rescue attended to more than 1285 calls within applicable South African National Standards (SANS Code) response time of 20 minutes in comparison to the 1499 in the previous financial year. These calls included all household and property fires, veldt fires, provided rescue and extrication service to both fire related and motor vehicle incidents and accidents. The following performance highlights were recorded in assisting the division to achieve its objective of bringing services closer to the people and improve their quality of life:

FIRE FIGHTING SERVICES

The Municipality attended to a reduced number of fire related incidents due to the PIER (Public Information Education Relation programs in the area.

3.5.8 SOCIAL DEVELOPMENT

Social development is defined as a process for social change. Community development is the model of intervention that is the most appropriate for the ELM, as it is about addressing material, physical, and psycho-social needs of the target groups, through the reorientation of social development programmes towards comprehensive, integrated and developmental strategies.

ELM Social Development renders social work services to various target groups namely, children, women, families, old aged persons and people with disabilities. ELM in its implementation of social community development programmes is working closely with local non-governmental organizations. Key areas include women and children, elderly, HIV/AIDS and people with disabilities, early childhood development. In order to align ourselves to a broader national framework, ELM is jointly working with different stakeholder from civil society and government.

Eleven (11) qualified Social Workers render social development services to the community of Emfuleni and they utilize the five methods of Social work e.g. Primary methods casework, group work, community development research and administration in rendering social development services to Emfuleni Local Municipality residents. One of the key social protection programmes within ELM is the **Indigent Household Consumer Subsidy Policy** that is at ensuring that house hold consumers without income or with lower income are not denied reasonable services and that the Municipality is not financially burdened with non-payment of services. The indigent policy emphasizes assessment and verification of the level on need and indigence to ensure that applicants meet the policy requirements and criteria.

One of the qualifying criteria is a total gross income of all occupants which is currently equivalent to amount received by two state pensioners as approved by South African government (as part of that year budget) plus R2000. A subsidy may be allocated to an owner or tenant of a property who resides within ELM. The second key Social Protection Programme within ELM is the Indigent Burial Policy that is aimed at providing assistance to poor families, who are unable to bury their beloved ones due to socio-economic factors.

Achievements:

The strategic objective of Social Development services is to provide programmes to target group's entails socio-economic, moral regeneration, empowerment, and poverty reduction programmes. The services regarding the above-mentioned Community Support Programme include the following:

- Verification and registration of indigent households residing in houses with a total market value exceeding R250 000 thresholds. - 65 000 indigent households registered.
- Indigent & pauper burials conducted within the municipality.
- Ward based indigent campaigns conducted on a quarterly basis focusing at educating and promoting registration and verification of indigent program.
- Older person's events focusing at reviving the elderly clubs and increasing membership, healthy lifestyle, education on their rights and types of abuse faced by elderly people.
- ECD practitioners are trained on NQ level 4, on early childhood development

- 16 (365) Days of Activism against Women and Children Abuse programs and campaigns
- ICROP program which is the integrated program conducted with various departments on service delivery programs.
- Substance Abuse & Drug Awareness program conducted in schools. The program is aimed at reducing the use of substances among learners within the schools.
- Jamela Rehabilitation and treatment Centre for alcohol and substance abuse was launched in ward 25- Vanderbijlpark.

3.6 VIBRANT DEMOCRACY

Growth and Development Strategy 2 believes there should be an intensified democratic participation and action, unified behind a commonly understood and agreed goal of what Emfuleni should be in 2030. This will require meaningful engagement with all stakeholders around the vision and ideas for implementing the vision. Ongoing, interactive communication will be an essential component of growing a participative and engaged city. Cities that are alive to their potential, who enjoy positive engagement from stakeholders and citizenry have been proven to do better from an economic development perspective.

3.6.1 COMMUNICATIONS

In South Africa, local Government operates as an autonomous sphere of government within a highly defined and complex legal environment. As such communication services at municipalities need to comply with a policy framework developed in accordance with the prevailing local government legislation, but considering precedents set by the norms and standards guiding the of government communication in general.

Political leadership and management of the local communication function is a critical success factor in ensuring healthy communication with communities. It is only when communication functions are properly reported on, accounted for, monitored and evaluated that municipal communicators are able to effectively support the implementation of a municipality's programme of action (POA) as contained in the legislative framework. The ELM communication unit produces monthly internal newsletters aimed at keeping staff members abreast of developments and activities within the Municipality. The Communications Strategy is in place and is reviewed. Some of the Communications key programs include:

- Emfuleni employee of the year
- Continuous updates of the website
- Implementation of the Corporate identity manual

3.7 REVIVING A SUSTAINABLE ENVIRONMENT

Reviving the environment is about providing a healthy living and working environment for our people and future generations. High levels of water, air and land pollution in Emfuleni represent not only a major environmental and health challenge, but present key obstacles to attracting further economic development. Unless chemical processing and heavy industry in the region become cleaner, they may destroy the future viability of the region's tourism and agricultural sectors. Additionally, the challenge is not only to address the environmental challenge but to set the goal of becoming a 'green' or 'eco-city' which focuses on being

environmental, energy and conservation friendly. Green cities can on their own become magnets, attracting people and investors. This will involve forging strong partnerships to manage the environment. Initiatives to clean air water and land must be at the centre.

3.7.1 ENVIRONMENTAL HEALTH

Municipal Health Services are prescribed by and defined in Section 24 of the Constitution, which entrenches the right of all citizens to live in an environment that is not harmful to their health or well-being; National Health Act, 2003 (Act 61 of 2003), which states the responsibilities of Municipalities in the performance of such services; Section 10(3)(b) of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act 54 of 1972); Business Act, 1991 (Act 71 of 1991); National Environmental Management Air Quality Act, 2004 (Act 39 of 2004); National Building Regulation and Standards Act, 1977 (Act 103 of 1977); as well as all relevant Legislation and Municipal Health By-Laws.

The function includes the provision of a comprehensive Environmental Health Services to enable the community to live in a healthy and hazard free environment. Environmental Health is rendered in terms of National Health Act 61 of 2003. Municipal Health Services composed of nine (9) elements or focus areas, which are the mandate of ELM with regard to Municipal Health Services, namely;

- Food Control,
- Health surveillance of premises,
- Vector control,
- Prevention of communicable diseases,
- Disposal of the dead,
- Water Quality Monitoring,
- Environmental Pollution Control,
- Control of hazardous waste, and
- Chemical Safety.

Important to note is that the definition of MHS includes aspects of at least the following in the Constitution of South Africa in Schedule 4 Part B and Schedule 5 Part B functions, which are to be performed by the Environmental Health Division?

- Air Pollution,
- Noise Pollution,
- Licensing and Control of undertakings that sell food to the public,
- Control of Public Nuisances,
- Child Care Facilities, and,
- Municipal Abattoirs.

Achievements

Environmental Health functions as stipulated in the National Health Act, 2003 (Act 61 of 2003).

WATER QUATITY CONTROL

- Monitoring and sampling of potable water,
- Monitoring and sampling of open water as well as all other sources, and
- Awareness programs during suspected disease out breaks.

FOOD CONTROL

- Regular inspections and monitoring of all food premises to ensure compliance with legislation and that a safe and wholesome product is provided to the public.
- Food samples were taken.
- Special events were monitored for the save provision of foodstuffs to the public.
- Inspection Reports were issued.

WASTE MANAGEMENT

- Monitor environment in respect of illegal dumping and littering and take the necessary remedial actions.
- Inspections of Medical Waste Generator Premises.

HEALTH SURVEILLANCE OF PREMISES

- Conduct inspections at premises to ensure compliance to legislation and Council policies.
- Standard Operating Procedure for the handling of complaints were drafted and workshop with all the Environmental health Practitioners to have a common understanding.
- Investigate complaints and ensure that remedial actions are taken.
- Pre-School inspections were done.
- Inspection Reports were issued.
- Pre-school owners were workshop on Environmental Health related topics.

IGR operational matters

Interdepartmental meetings were held regarding the application processes of the ECD's. Further engagements were also done through the IGR meetings with Department of Social development (Province), Department of Health (Province), ECD forum and Practitioners. Education and awareness exhibition was also done, based on the requirements of ECD's, application procedures for ECD's, and food safety.

Meetings took place with the Department of Education, Provincial Health and Local Municipalities regarding EH conditions in the schools. Meetings held with Provincial School Health.

SURVEILLANCE AND PREVENTION OF COMMUNICABLE DISEASES, EXCLUDING IMMUNIZATION

Trace sources of infections and take samples for analysis if necessary.

- Take preventative measures to prevent spreading of outbreaks by means of information.
- Environmental Health plan drafted to ensure a preventative/action plan that would assist in curbing the consequences that may be caused by Cholera/Waterborne diseases in the area of Emfuleni Local Municipality. No infectious water-borne diseases were reported.
- A total number of 10 notifications were received from Province for investigation and Feedback reports were submitted to Province.
- Liaison with the District and Provincial Outbreak response team.

VECTOR CONTROL

- Eradication of vectors on Council property by means of poisoning or fumigations.
- Investigate complaints regarding vector and ensure that remedial actions are taken if necessary.

ENVIRONMENTAL POLLUTION CONTROL

- Investigate sources and complaints regarding all forms of pollution.
- Monitoring of air quality using the relevant equipment.
- Ensure compliance and adherence to relevant legislation.

DISPOSAL OF THE DEAD

- Regular inspections of funeral undertakers and mortuaries.
- Supervises exhumations.
- Inspections of funeral undertaker premises have been conducted.

SPECIAL EVENTS

The Environmental Health Practitioners were responsible for monitoring all aspects of food handling at public events to ensure compliance with all relevant legislation pertaining to food safety. Monitoring was affected in the form inspection of food premises for hygiene standards, inspection of food handlers for personal hygiene practices, inspection of transportation modes, ascertaining the possession of Certificate of Acceptability by the service provider and ensuring adequate provision of water supply and proper sanitation.

Campaigns/workshops to the community:-

- Led by councillors and SAPS joint inspections,
- Several cleaning up campaigns,
- Hand washing,
- Celebration of Environmental Health calendar.

3.7.2 PARKS

The Division strives to acquire develop, maintain, promote the sustainable use thereof, conserve, foster appreciation and enjoyment of Public Open Spaces (POS), Parks, Conservation and Environmentally sensitive areas; Green-belts; Inscapes and the exceptionally rich local biodiversity for the benefit of all the people of Emfuleni Local Municipality. There are a large number of undeveloped parks in the municipality. These undeveloped parks are threatened by encroachments; squatting; crime hotspots and sites for illegal dumping. Developed parks are generally over utilized and in dire need to further development of upgrading.

The demand for developed parks is increasing due to:

- The large number of people purchasing houses and newer residential developments.
- Residents desiring a higher standard of living and better quality of life.

3.7.2.1 PUBLIC OPEN SPACES/PARKS

No	Area	Size/Target
1	Number and total size of developed Parks	101 or 2,740,000m ²
2	Number and total size of undeveloped Public Open Spaces / Parks	607 or 10,670,000m ²
3	Size of Greenbelts along pavements	1,427 km x 3 m strip either side of road network equals 8,562,000 m ²
4	Size of area where weed are chemically controlled	1427 km x 2 = 2,854 km or 2,854,000 m
5	Number of floral decorations effected	10
6	Number of formally planted trees	110 000

3.7.2.2 GREENING OF EMFULENI LOCAL MUNICIPALITY

The Greening program is currently focused on:

- Support of National Arbour Day celebrations held at schools and churches, and
- Eradication of problematic trees in ELM as a whole.

3.7.3 CEMETERIES

The analysis provides current and future needs based on predicted population and mortality statistics. The analysis predicts that current capacity for Category C cemetery Nanescol will be exceeding its burial capacity within one (1) year period depending on the burial rate while that for Category A cemetery Vanderbijlpark will be exhausted within a period of one (1) year and the remaining burial space is affected by high water table level. Currently, there is no available capacity in close proximity to the high density areas in the northern and eastern regions.

There are (4) four active cemeteries and seven (7) passive cemeteries in the Emfuleni Local Municipality. The active cemeteries include: Nanescol, Roshnee, Rust-ter-Vaal and Vanderbijlpark Cemeteries.

The Vereeniging, Phelindaba, Vuka, Tshepiso, Boipatong, Jacoboskop and Evaton cemeteries are passive (closed). However, re-burials are frequently performed at those cemeteries.

NEW BURIAL SPACE

Council authorised the Municipality Manager to source burial land from private land owners for future use. Suitable land was identified for the development of future cemeteries.

3.7.3.1 JACOBSKOP CEMETERY

Jacoboskop no. 1 a "Category A" cemetery contains an office block and a crematorium wall with memorial plaques of deceased persons whose ashes are kept on site. Jacoboskop no. 1 has an average burial of 30 per week, with the remaining life span of ± 1 month.

3.7.3.2 ROSHNEE MUSLIM CEMETERY

Roshnee Muslim cemetery is a "Category A". The site contains a preparation room. The average burial per month is 6 burials and is expected to reach its capacity in 35 years.

3.7.3.3 RUST-TER-VAAL CEMETERY

Rust-ter-Vaal cemetery is a "Category B" cemetery. The average burials per month are 21. The Municipality recently obtained Record of Decision on the proposed extension of Rust-ter-Vaal cemetery, for an extension of approximately 21 hectares. About 20 years is left until capacity is reached once the said site is developed.

3.7.3.4 VANDERBIJLPARK CEMETERY

Vanderbijlpark cemetery is a "Category A" cemetery. This is the busiest cemetery with an average burial of 190 burials per month. Vanderbijlpark cemetery is expected to reach its capacity within a period of one (1) year and the remaining burial space is affected by high water table.

3.7.3.5 NOORDVAAL/NANESCOL CEMETERY

The Council approved the merging of Nanescol 1 and Nanescol 2 cemeteries into one cemetery (Category C) to accommodate the poor of the poorest. Nanescol has an average burial of 30 burials per month and is expected to reach its burial capacity in 1 year.

3.7.3.6 EVATON CEMETERY

Although the cemetery is full, reburials are continuing at \pm 35 burials per week. The municipal council resolved that a cost/benefit analysis be done to determine the efficacy of using own excavators versus outsourcing to external service providers for the preparation of grave sites for burials.

BY-LAW DEVELOPMENT AND ENFORCEMENT

The Super By-laws Department core functions are to enforce and develop By-laws.

BY-LAWS ENFORCEMENT

With regards to by-law enforcement the Department attends to by-law infringements and all enquiries received related to by-law violation. The department conducts joint by-law enforcement operations with various municipal departments, such as traffic department, Waste Management Department, and other municipalities within Gauteng province, also with provincial and national government departments. The department also works closely with other external agencies such as Red Ants, SAPS, to uphold law in general and deal with law contraventions.

The function of enforcing by-laws includes the following:

- Impoundment of illegal goods,
- Dealing with illegal dumping,
- Conducting general patrols,
- Arrests of offenders,
- Conduct awareness campaigns,
- Receiving various complaints (both written and verbal) of by-law infringements. All complaints received are promptly dealt with,
- Conducting joint by-law enforcement operations with all municipal departments and other local, provincial and national government departments and external agencies namely, SAPS, Home Affairs, Dept. of Labour, Red Ants and internal departments such as LED, Electricity, Health, Building Control, Revenue Management and Public Safety,
- Handling traffic offences,
- Dealing with illegal advertising,
- Confiscating counterfeit goods, and
- Arresting illegal immigrants.

BY-LAWS DEVELOPMENT

The department has started the process for the development and review of by-laws. Each existing bylaw is being comprehensively considered to determine whether it can still be amended or there is a need to repeal and replace it with new by-laws. Where there have never been any by-laws new by-laws are being developed. The development of by-laws is therefore a work in progress.

There are however draft bylaws which have already been developed after deliberations with user departments. The draft by-laws that have been developed and submitted to various Municipal Committees for consideration and to Council for approval. Once approved by Council these by-laws will thereafter be promulgated by being published in the government gazette and these are bylaws relating to: -

- Management and control of informal settlements,

- Solid waste management,
- Air quality management,
- Keeping of animals, birds and poultry,
- Fire safety,
- Child care services,
- The Hire and Use of Community, Arts and Culture and Sports and Recreation Facilities;
- Street trading,
- Derelict and unsightly buildings,
- Public open space by-law,
- Electricity Supply by-law,
- Outdoor advertising by-law, and
- Parking By-laws.

3.7.4.1 WASTE MANAGEMENT

Waste management in Emfuleni local municipality is categorized as follows: household, illegal dumps, business and industrial refuse collection, informal settlements, CBD cleansing, and landfill sites operations and management. Business waste is collected in the Vanderbijlpark, Vereeniging area, and all township areas. Street sweeping services are also being done in CBD areas of Vereeniging, Vanderbijlpark (and outer business centres), Sebokeng taxi rank and all main roads. The Waste & Landfill Infrastructure consist of: Mini dump transfer stations, Landfill sites, and Composting facility.

3.7.4.2 SERVICE LEVELS (STANDARD OF SERVICES)

- The operations of Boitshepi, Palm Springs and Waldrift Landfill site are carried out and are outsourced to external companies. In terms of Palm Springs Landfill, the operations are currently being executed by the hiring of vehicles and equipment that is directly under the control of this Department. Household services are also collected and disposed of for the Vaaloewer community on a one day per week basis.
- Removal of illegal dumps is now being done on a continuous roster to include all wards and an average turnaround time of 4 to 5 weeks per week (as per approved program) and subject to the availability of vehicles.
- The recycling centre in Evaton is operational and the re-claiming of all items that have a commercial value are collected in Evaton, Sebokeng, Vanderbijlpark and all landfill sites on a weekly basis.
- The provision of sustainable waste collection to all residents and continuous extension of service to areas not serviced, also safe disposal in landfill sites, and the following specific achievements were registered:

The following are 3 operational Landfill sites in Emfuleni Local Municipality:

- Boshepi Landfill site; calculated lifespan to final closure: 3.65 years
- Palm Springs landfill site; calculated lifespan to final closure: 32.11 years.
- Waldrift Landfill site; calculated lifespan to final closure 5.92 years.

3.7.4.3HOUSEHOLD SERVICES

REFUSE DISPOSAL	YEAR	
	2011	2016
Removed by local authority/private company at least once a week	197 604	223 440
Removed by local authority/private company less often	2 041	5 840
Communal refuse dump	3 539	3 795
Own refuse dump	12 265	122 248
No rubbish disposal	3 705	5 2555
Communal container/central collection	980	1052

(Source: Stats SA, 2011 to 2016)

Above is the refuse disposal table indicating a very significant increase in the number of refuse removed by local authority/private company at least once a week, from 86 658 in 2001 to 197 604 in 2011. The refuse removed by local authority/private company less often has decreased by more than 1500 as shown by the figures of 3 921 in 2001 to 2 041 in 2011. The own refuse dump has also decreased from 57 451 in 2001 to 12 265 in 2011.

3.7.4.4 ENVIRONMENTAL MANAGEMENT

Currently the section is in the process of developing an Environmental Management Framework which will inform the drafting and implementation of the strategic documents which are very useful in promoting sustainable development for the local government. The latest ELM state of the environment report provides an insight into the environmental challenges facing the municipality which specifically include the following environmentally related problems:

Particulate pollution in ELM exceeds international health standards by more than 200%. The quality of air is very poor. High levels of water pollution are found as a result of high levels of e-coli as well as heavy metals from industrial pollution both of which emanate from both inside and outside the Emfuleni Local Municipality. Wetlands are highly sensitive and show serious signs of disturbance largely as a result of human settlements. Measures to improve environmental reporting across the municipality are urgently needed. The area was declared a Vaal Triangle Air Shed Priority area because of the poor quality of air that the citizens are breathing. The Environmental Management Plan is in the process of being developed.

3.7.4.4.1AIR POLLUTION

The Vaal Triangle is an urban industrial heartland. The combination of industrial, domestic, transport, biomass burning, agriculture and other emission sources have led to degraded air quality over ELM area. This in turn impacts on the health and well-being of people residing in the area. The air quality assessment results from simulated concentrations varied with ambient monitoring data of the area. The pollutant of concern in the area is inhalable particulate matter (PM10). The area was also selected to correspond with impact zones due to acute exposures to SO₂ and NO₂.

There are four (4) Air Quality Monitoring Stations in the area. These stations monitor level of key pollutants of Sulphur Dioxide (SO₂), Nitrogen Oxide (NO₂), Carbon dioxide (CO₂), Particulate Matter 10 (PM10), and Particulate Matter 2.5 (PM2.5). These monitoring stations are situated in Sebokeng, Sharpeville, Three Rivers and Vanderbijlpark.

Municipal Health Services are prescribed by and defined in:

Section 24 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), which entrenches the right of all citizens to live in an environment that is not harmful to their health or well-being; National Health Act, 2003 (Act 61 of 2003), which states the responsibilities of Municipalities in the performance of such services; Section 10(3)(b) of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act 54 of 1972); Business Act, 1991 (Act 71 of 1991); National Environmental Management Air Quality Act, 2004 (Act 39 of 2004); National Building Regulation and Standards Act, 1977 (Act 103 of 1977); as well as all relevant Legislation and Municipal Health By-Laws.

In accordance with the National Health Act of 2003, the Environmental Health Division has the following core functions:

- water quality monitoring
- food control
- waste management
- health surveillance of premises
- surveillance and prevention of communicable diseases, excluding immunisations
- vector control
- environmental pollution control
- disposal of the dead
- chemical safety

The monitoring of water quality comprises the monitoring and surveillance of water quality and checking the availability of water intended for human consumption and recreational, commercial and industrial use.

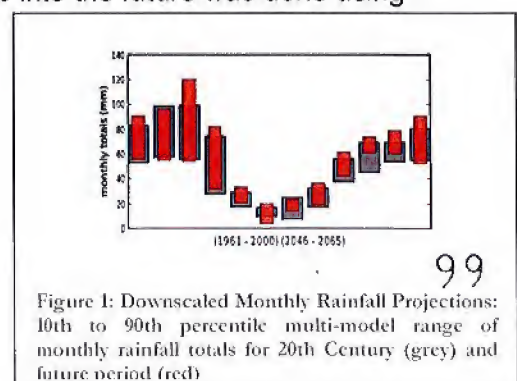
This section has a programme that monitors surface water for water borne diseases such as cholera by taking samples from rivers, streams and sewerage purification plants.

In the unlikely event of a water-borne disease outbreak, the section has response strategies in place to deal with such cases. Environmental health practitioners play a proactive role in reducing littering and illegal dumping through monitoring, controlling and educating communities about the health risks associated with such practices, e.g. recycling programmes and clean up campaigns.

The EHPs are highly skilled and qualified, tasked with the responsibility of ensuring a healthy and safe environment for all communities in ELM. In order to annually register with the Health Professionals Council of South Africa (HPCSA), EHPs are required to accumulate 30 Continuous Professional Development (CPD) points per annum. This could be acquired by way of attending meetings or training initiatives for further enhancement and development. Evidence of such interventions has to be provided to the HPCSA.

PHASE 1 – STRATEGY AND ANALYSIS

A scan of the current climatic trends and the projected trends into the future was done using information from the Climate Information Portal (CIP). This formed part of Phase 1 of the toolkit which includes data collection and analysis in preparation for developing a strategies, objectives and projects related to climate change.



EMFULENI CLIMATE CHANGE

Rainfall

Emfuleni currently has one rainy season in December and November with an average of about 125 and 100mm respectively. Emfuleni's rainfall patterns are predicted to increase generally and the rainy season to shift so that eventually the new rainy season will be in February and March.

Temperature

The wet seasons in Emfuleni Municipality correspond with the warm seasons. The months of December, January and February are the hottest months with a mean maximum daily temperature of 27 degrees and a mean minimum daily temperature of 16 or 17 degrees. June and July are the coldest months. The mean maximum daily temperature during these months is 16 or 17 degrees and the mean minimum is 3 degrees.

Figure 2: Downscaled Monthly Maximum Temperature Projections

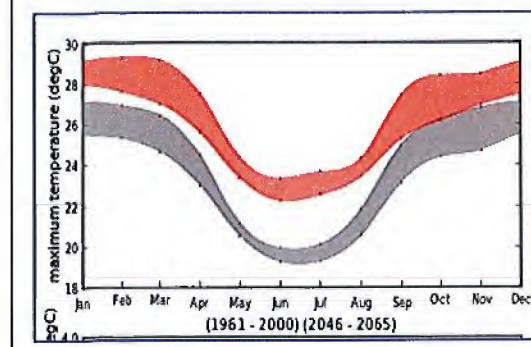
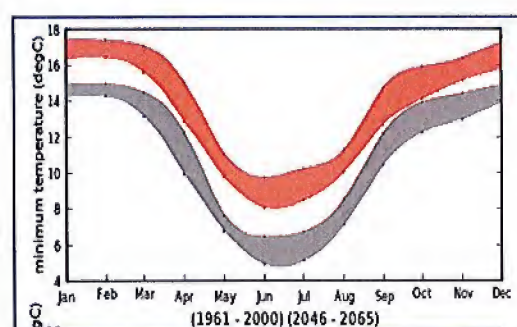


Figure 6: Downscaled Monthly Minimum Temperature Projections



The projections are that the mean maximum daily temperature in summer will rise by 2 degrees and the minimum will rise by 3 degrees. The mean maximum and minimum daily temperature in winter will rise by 4 degrees.

Climate Experience

The CIP highlighted that Emfuleni has been having freak weather events, most notably the consistent flooding which has happened since 2008 in December and January – so extreme that the municipality has had to buy boats and

train some of their disaster management team to dive.

It also emerged that the winters are colder than they have been, and that there are some seasonal differences. In September and October there are some very cold days which is a recent phenomenon, and yet the municipality has also experienced some very extreme heat waves, unusual for the area, which resulted in physical stress and disease to the point where the municipality had a shortage of available medical supplies.

4. POLITICAL INTERVENTIONS

4.1 COMMITMENTS OF THE EXECUTIVE MAYOR

The Inauguration address made several commitments which are linked to immediate challenges facing the Emfuleni Local Municipality. The commitments are anchored on the *Getting the Basics Right, Clean my City* and also draw their crew from other national, provincial and district campaigns.

These undertakings mapped three (3) broad areas that are bound by a DNA that is positioned to create a dedicated family of personnel ready to serve the masses of Emfuleni and stakeholders by discharging renewed energy. Key to the campaign is revenue generation and protection, creation of institutional stability and intensification of the fight against corruption, amongst others.

4.2 SECTION 139 (1) (B) AND SECTION 139 & FINANCIAL RECOVERY PLAN (FRP)

On the 13 June 2018, Gauteng Provincial Executive resolved to intervene at Emfuleni Local Municipality in terms of section 139 (1)(b) and section 139 (5)(a) of the Constitution read with the provision of section of the Municipal Finance Management Act (MFMA), 56 of 2003. The Gauteng Provincial Government invoked section 139 of the Municipal Financial Recovery Services (MFRS) which is established in terms of section 157 of the MFMA.

It thus needs to be stated that the MFRS is located at National Treasury and the Gauteng MEC of Finance wrote to the National Minister of CoGTA for adoption and implantation. The Gauteng Premier of Gauteng also established five (5) work streams that will deal and assist with the provincial intervention and subsequent input into the development of the Financial Recovery Plan in a process its compilation. The National Treasury invited the municipality, provincial and national government departments to various workshops in order to get inputs from the municipality.

We had discussions with the two major creditors which is Eskom and Rand Water and submitted the draft FRP for Public comments for a period 14 days as prescribed. On the 29th January 2019 the MEC of Finance wrote on the approval of the Financial Recovery Plan (FRP).

4.3 INTIRISANO PROGRAMS

Provincial government in partnership with the municipality embarked on a joint service delivery project to improve lives of our communities. Several identified roads and illegal dumps were rehabilitated, patched and graded as well as cleared. Measures are underway to reinstate weekly household waste removal. The community is encouraged to desist from further illegal dumping for the health and safety of the members. More programmes for rolling out road rehabilitations are underway though with limited resources and the community is furthermore requested to pay for municipal services.

4.4. THE SOUTH AFRICAN NATIONAL DEFENCE FORCE (SANDF) INTERVENTION

Aged municipal infrastructure has led to increased sewer spillages in recent months, leaving residents frustrated and environmental activities and communities fuming. Defence Minister visited Emfuleni in November 2018. The SANDF Technical teams have since set up camps in our reservoirs where they will be based for the duration of the intervention. The army also works hard to protect municipal infrastructure against theft and vandalism, which have cost millions in repairs and distribution losses over the years. The estimated required funds for the upgrade of all sewer pumps stations in the municipality is R 5 151 555 703. This will also address safety and security items as well as screening at all pump stations.

CHAPTER 4

4. STRATEGIES PHASE

This Chapter is based on key priorities or strategic objectives and deliverables for the year 2019/20. It has also been largely informed by the previous chapters, including the chapter on analysis which determine local issues, problems, potentials and priorities.

Whilst the strategies are guided by various legislations which include Section 139 and the mandatory Financial Recovery Plan (FRP), it has also taken into consideration the Sedibeng District-wide Growth and Development Strategies (GDS), also referred to as the 5Rs + 2, which are as follows: -

- Reinventing our economy
- Renewing our communities
- Reviving a sustainable environment
- Reintegrating our region
- Releasing human potential
- Good and Financial sustainable governance
- Deepening democracy

4.1 REINVENTING OUR ECONOMY

Reinventing the economy advocates for exploring new section of growth, building local economics and create more employment.

STRATEGIC OBJECTIVE	DELIVERABLES
Reinventing our Economy	➤ Mounting of emerging contractor's incubation program
	➤ Fast tracking the implementation of logistic hub
	➤ Facilitating the implementation of the River City
	➤ Implementation of the MEGA agricultural park
	➤ Urban renewal (Vanderbijlpark and Vereeniging)
	➤ Coordinate Local economic opportunities
	➤ Review tourism development strategy

4.2 RENEWING OUR COMMUNITIES

A focus on renewing our communities can be categorised into the following three areas:

Changing the nature of housing delivery through

- Provision of basic services
- Mixed housing development
- Developing comprehensive human settlements (Formalisation of informal settlements,
- Hostel upgrading

Making Emfuleni look attractive through

- Greening programmes
- Security, social cohesion, economic development,
- improved infrastructure

Investing in Precinct and Nodes through the

- Renewal of CBDs
- Development of tourism and heritage sites
- Renewal of old townships

STRATEGIC OBJECTIVE	DELIVERABLES
Renewing our Communities	➤ Converting Sebokeng hostel into family units
	➤ Implementation of the Sebokeng Regional sewer scheme
	➤ Refurbish of strategic water infrastructure
	➤ Tarring of strategic roads
	➤ Patching of potholes
	➤ Maintenance of high mast and street lights
	➤ Repair water leaks
	➤ Maintenance of water and sewer infrastructure
	➤ Cleaning of Stormwater Channel
	➤ Electrification of new developments
	➤ Beautifying our area- grass cutting and
	➤ Maintenance of Cemeteries
	➤ Maintenance of parks
	➤ Pruning of trees
	➤ Conduct Substance abuse campaigns
	➤ Strengthen electrical networks

4.3 REVIVING A SUSTAINABLE ENVIRONMENT

Reviving the environment is about providing a healthy living and working environment for our people and future generations. High levels of water, air and land pollution in Emfuleni represent not only a major environmental and health challenge, but present key obstacles to attracting further economic development. Unless chemical processing and heavy industry in the region become cleaner, they may destroy the future viability of the region's tourism and agricultural sectors. Additionally, the challenge is not only to address the environmental challenge but to set the goal of becoming a 'green' or 'eco-city' which focuses on being environmental, energy and conservation friendly. Green cities can on their own become magnets, attracting people and investors. This will involve forging strong partnerships to manage the environment. Initiatives to clean air water and land must be at the centre.

STRATEGIC OBJECTIVE	DELIVERABLES
Reviving a Sustainable Environment	➤ Upgrade of water treatment plant
	➤ Development of climate change response strategy.
	➤ Water loss reduction
	➤ Review Disaster Management Plan

	➤ Solid waste management and minimization through improved collection, disposal and recycling and increase landfill sites with permits
	➤ Reduction of atmospheric pollutants to comply with Ambient Air Quality Standards.
	➤ Roll out 240 litres of the Wheelie bins
	➤ Review Waste Development Plan
	➤ Curbing of illegal dumping
	➤ Monitor air pollution
	➤ Provision of Weekly refuse removal

4.4 RELEASING HUMAN POTENTIAL

It is about creating a municipality with improved literacy, numeracy and skills levels. Emfuleni will be a place where life-long learning is promoted and learning is done in partnership with communities, educational institutions, and the private sector. The region needs to build social capital through key socio-economic interventions.

STRATEGIC OBJECTIVE	DELIVERABLES
Releasing Human Potential	<ul style="list-style-type: none"> ➤ Development and implementation of Smart City Concept/Technology (Wi-Fi connection) ➤ Youth development and support programme ➤ Construction of ECDC in Boipatong, Sharpeville and Evaton ➤ Training of EPWP beneficiaries, Councillors and employees on various skills ➤ Upgrading of sport facilities ➤ Maintenance of all existing sports facilities ➤ Review and development of HIV/AIDS strategy ➤ Promote employees wellness program ➤ Promote all sporting codes ➤ Promote reading culture

4.5 GOOD AND FINANCIAL SUSTAINABLE GOVERNANCE

The Constitution of Republic of South Africa sets out the necessary codes of good governance as being: the rule of law; accountability, accessibility, transparency, predictability, inclusivity, equity, participation and responsiveness to people's needs.

In line with the Sedibeng Growth Development strategy, Good Governance & Financial Sustainable Governance covers the following aspects:

Accountable, effective and clean government, sound financial management, functional, compliance and competence matters:

STRATEGIC OBJECTIVE	DELIVERABLES
	<ul style="list-style-type: none"> ➤ Clean Audit Outcome ➤ (Financially Unqualified Audit Opinion with no material findings)

STRATEGIC OBJECTIVE	DELIVERABLES
Good and Financial Sustainable Governance	➤ Achieve a Level 5 Risk Management Maturity
	➤ Establishment of an Ethics Office
	➤ Develop a Business Continuity and Recovery Plans
	➤ Conduct Citizens Satisfaction Survey
	➤ Fraud and Corruption Public Education and Awareness
	➤ Cascading of Performance Management to Level 6 Staff
	➤ Development of Integrated Reporting System
	➤ Review of Communications, Branding and Marketing Strategy
	➤ Review of Human Resources Development Strategy
	➤ Human Resources Management Strategy
	➤ Reviewed and approved Delegations of Authority
	➤ Reviewed and approved Organizational Structure
	➤ Development of Cyber Security Policy
	➤ Reviewed Legal Compliance Framework
	➤ Annual review of IDP
	➤ A well functional of MPAC
	➤ Regular MAYCO and Council sittings
	➤ Development Long term financial plan
	➤ Development and implementation of Financial turnaround plan
	➤ 3 year MTREF and 5 year apex budget plan
	➤ Development and implementation of a Revenue enhancement plan
	➤ Submission and development of a compliance Procurement plan
	➤ Development of integrated infrastructure financial plan

4.6 DEEPENING DEMOCRACY

Growth and Development Strategy 2 believes there should be an intensified democratic participation and action, unified behind a commonly understood and agreed goal of what Emfuleni should be in 2030.

This will require meaningful engagement with all stakeholders around the vision and ideas for implementing the vision. Ongoing, interactive communication will be an essential component of growing a participative and engaged city. Cities that are alive to their potential, who enjoy positive engagement from stakeholders and citizenry have been proven to do better from an economic development perspective

STRATEGIC OBJECTIVE	DELIVERABLES
	➤ Extensive consultation before implementation of Capital

Deepening Democracy	projects
	➤ Continuous engagement with the public through People's assembly and IDP & Budget public participation Meetings
	➤ Functional ward committees
	➤ On-going Councillors training
	➤ Functional ward Committee system
	➤ Hosting mayoral open days
	➤ Functional Petition Management System

4.7 REINTEGRATING THE REGION

Reintegrating the region with the rest of Gauteng; South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links. Reintegrating the region focuses on replacing the apartheid geography and long commuting distances with better quality of houses close to economic opportunities. It requires a bold and dedicated emphasis on road and rail corridor development and the need to establish east-west transport links and logistics support to industry.

STRATEGIC OBJECTIVE	DELIVERABLES
Reintegrating the Region	Local SDF (Bedworthpark), Vanderbijlpark SE7 and surrounding areas)
	Annual Review of SDF

Vote number	Project Title	Funding Source		2019/20	2020/21	2021/22
FINANCIAL SERVICES						
33116460020FJE14ZZHO	MINOR CAPITAL	OWN REVENUE	INTERNAL	6 000 000.00	6 000 000.00	6 000 000.00
				6 000 000.00	6 000 000.00	6 000 000.00
SHARED SERVICES						
34716470020FJE13ZZHO	LAPTOPS & DESKTOPS	OWN REVENUE	INTERNAL	4 000 000.00	4 000 000.00	4 000 000.00
34936420420FJE15ZZWM	REFUSE FLEET	OWN REVENUE	INTERNAL	20 000 000.00	20 000 000.00	20 000 000.00
				24 000 000.00	24 000 000.00	24 000 000.00
PUBLIC WORKS						
ELECTRICITY DISTRIBUTION						
35426430020FJE97ZZWM	REPLACE 11KV SWITCHGEAR IN SUBSTATIONS	OWN REVENUE	INTERNAL	12 100 000.00	15 000 000.00	15 000 000.00
35426430020FJE98ZZVR	20MVA:88/11KV TRANS & S. GEAR DUNCAN SUB	OWN REVENUE	INTERNAL	3 000 000.00	-	-
35426432420FJE99ZZSB	TSHEPONG PHASE 3 ELECTRIFICATION	OWN REVENUE	INTERNAL	5 400 000.00	-	-
35426432420FJE01ZZVR	SEBOKENG BULK	OWN REVENUE	INTERNAL	9 000 000.00	-	-
35426432420FJE02ZZSB	TSHEPONG PHASE 3 BULK	OWN REVENUE	INTERNAL	3 000 000.00	-	-
35426432420FJE03ZZVR	TOOLS AND TEST EQUIPMENT	OWN REVENUE	INTERNAL	4 000 000.00	2 000 000.00	2 000 000.00
35426432420FJE04ZZSB	SEBOKENG EXT 30 ELECTRIFICATION	OWN REVENUE	INTERNAL	3 500 000.00	4 000 000.00	4 000 000.00
35426432420GJE10ZZWM	INEP GRANT	INEP	NATIONAL	20 000 000.00	12 612 000.00	13 306 000.00
				60 000 000.00	33 612 000.00	34 306 000.00
UTILITIES & SPECIAL PROJECTS						
35956473520SJE94ZZHO	SOCIAL INFRASTRUCTURE GRANT	SIG	PROVINCE	2 000 000.00	-	-
35966473520GJE16ZZSB	DEVELOPMENT OF SEBOKENG PRECINCT PROJECT	NDPG	NATIONAL	7 500 000.00	10 000 000.00	6 700 000.00
				9 500 000.00	10 000 000.00	6 700 000.00
WATER SERVICES						
35966445020G6E27ZZSB	CONSTRUCTION OF BULK WATER SUPPLY FROM HOUTKOP TO UNITASPARK	MIG	NATIONAL	4 528 811.00	-	15 271 189.00
35966446020G6E23ZZVA	WATER SUPPLY TO WESTERN AREAS AND VAALOEWER OUTSIDE URBAN EDGE	MIG	NATIONAL	5 362 343.00	10 000 000.00	4 237 657.00
35966446020G6E28ZZSB	CONSTRUCTION OF WATER PIPE LINE FROM LETHABONG TO HOUTKOP	MIG	NATIONAL	6 571 982.00	9 000 000.00	22 310 446.00
35966446020G6E29ZZSB	BULK WATER SUPPLY FROM EVATON RESERVOIR TO DAVEVILLE	MIG	NATIONAL	4 218 998.00	10 056 850.00	9 924 152.00
35966446020G6E40ZZVR	BULK WATER SUPPLY FROM UNITAS RESERVOIR TO SONLANDPARK	MIG	NATIONAL	6 020 689.00	10 000 000.00	3 779 311.00
35966446020G6E41ZZVA	BULK WATER SUPPLY FROM TSHEPISO TO SHARPEVILLE (W&S)	MIG	NATIONAL	9 831 301.00	9 000 000.00	16 168 699.00
	ACQUISITION OF WATER METERS	MIG	NATIONAL	30 000 000.00		
	REFEB SHAPV RESERVOIR	BORROWING	EXTERNAL	20 000 000.00	10 000 000.00	
	THREE RIVERS RESERVOIR	BORROWING	EXTERNAL	10 000 000.00		
	WATERDAL PRESURE STATION	BORROWING	EXTERNAL	1 250 000.00		
	WATER TOWERS PALMSPRINGS	BORROWING	EXTERNAL		13 000 000.00	
	WATER TOWERS EVATON WEST	BORROWING	EXTERNAL		13 000 000.00	
				97 784 124.00	84 056 850.00	71 691 454.00

WASTE WATER MANAGEMENT									
35966449420G6D51ZZWM	EASTERN OUTFLOW DIVERSION								
35966449420G6E18ZZVR	SEWER LINE-3 RIVERS; 3 R-EAST & SOLPARK	MIG				19 971 133.00	19 875 862.00		-
35966449420G6E21ZZVA	BULK SEWER BONANE FRM VDP TO RTSPRUIT	MIG				6 900 000.00	4 500 000.00		2 500 000.00
35966449420G6E35ZZSB	UPG MAIN OUTFALL SEWER ON EVATON & SBK	MIG				13 000 000.00	8 500 000.00		1 448 350.00
35966449420G6E53ZZVR	UPGR UNION STR BULK SEWER IN VEREENIGIN	MIG				7 000 000.00	8 217 572.00		7 200 000.00
35966449420G6E60ZZVA	REHA OF SEWER PIPE LINE-LEBOHANG SCHOOL	MIG				2 000 000.00	3 350 000.00		3 650 000.00
35966449420G6E62ZZWM	UPGRADING OF SEWER RISING MAIN PIPELINES	MIG				-	-		9 000 000.00
35966449420G6E68ZZWM	UPGRADING OF GRAVITY SEWER PIPELINES	MIG				8 000 000.00	-		8 000 000.00
	REFEB PUMPSTATION 5 & 10	BORROWING				14 090 368.00	8 000 000.00		9 000 000.00
	REFB PUMPSTATION 8	BORROWING					42 054 600.00		
							29 440 500.00		
						70 961 501.00	123 938 534.00		40 798 350.00
SOLID WASTE MANAGEMENT									
	DVLP 5 TRNSF ST. VD:VVR:SBK:EVT:SHVILE	MIG							
	CONTRUCTION OF MINI DUMP TRANS STATIONS	MIG				900 000.00	4 943 290.00		8 000 000.00
	WAY-BRIDGES-BOTT SHEPI, WALDRIFT & PALMSPRINGS	BORROWING				2 500 000.00			5 600 000.00
						3 400 000.00	4 943 290.00		13 600 000.00
ROADS & STORMWATER MANAGEMENT									
35966472420D8E55ZZWM	REHABILITATION AND RESEALING OF EXISTING TARRED ROAD	BORROWING							
35966472420D8E96ZZSB	UPGRADING OF MULTIPLE ROADS IN JOHANDEO	BORROWING				-	-		-
	N:CONSTRUCTION OF THOMAS NKOMI	BORROWING				21 856 101.00	-		-
	CONST ROAD&STORMWATER PIPE DR NKOMO	BORROWING				19 223 808.00	24 058 237.00		-
	REHABILITATION AND RESEALING OF VANDERBULPARK, BOPHELONG ROAD	BORROWING				21 380 750.00	5 000 000.00		-
	REHABILITATION AND RESEALING OF SEBOKENG ROAD	BORROWING				15 678 307.00	-		-
	REHABILITATION AND RESEALING OF THREE RIVERS ROAD	BORROWING				9 555 836.00	-		-
	REHABILITATION AND RESEALING OF VEREENIGING ROAD	BORROWING				10 736 335.00	-		-
	REHABILITATION AND RESEALING OF SHARPVILLE, BOIPATONG, TSHEPISO & BOIKETLONG ROAD	BORROWING				20 561 073.00	-		-
	N:CONSTR OF "U" STREET IN SEBOKENG Z7	BORROWING				4 500 000.00	-		-
35966472420G6E57ZZSB	CONST OF VAN SCHALKVYK STREET EATONSDIE	MIG				7 000 000.00	5 313 126.00		5 313 127.00
35966472420G6E61ZZSB	CONST OF TSEITSO & ALL NATION RD WARD30	MIG				100 000.00	-		-
35966472420G6E63ZZSB	N:TARRING OF PITSENG AND URANIUM STREET	MIG				6 014 608.00	5 804 110.00		-
35966472420G6E65ZZSB	N:CONSTRUCTION OF LINDT ROAD IN EVATON	MIG				1 000 000.00	-		-
35966472420G6E74ZZSB	N:LITTLE ROCK STREET EVATON WEST	MIG				-	1 000 000.00		-
35966472420G6E78ZZSB	N:TARRING OF MICADO ROAD EVATON	MIG				4 374 017.00	-		7 625 983.00
35966472420G6E79ZZVA	N:CONTRUCTION OF WILLIAM NICOLE	MIG				1 000 000.00	800 000.00		7 160 478.00
35966472420G6E80ZZSB	N:TARRING OF CETSHWAYO STREET	MIG				1 000 000.00	-		-
35966473020G6E33ZZWM	STORMWATER MANAGE PROJ ACROSS BOPHELONG	MIG				6 014 608.00	7 104 110.00		7 500 000.00
35966472420G6D98ZZSB	N:CONSTRUCTION OF LAKESIDE BLOCK A ROAD	MIG				5 000 000.00	-		-
35966472420G6E19ZZSB	CONST MULTIPLE R&S UPGRD PROJECT EVATON	MIG				14 000 000.00	2 000 000.00		-
35966472420G6E32ZZSB	N:TARRING OF BIKITSHA STREET ZONE 12	MIG				1 000 000.00	-		-
35966472420G6E38ZZSB	TARRING DHLAMINI STR UMZIM TO MOSHOESHOE	MIG				3 500 000.00	-		-
35966472420G6E44ZZSB	UPGRADING R&S IN SEBOKENG ZONE 6 EXT 5	MIG				800 000.00	-		-
35966472420G6E46ZZSB	CONST IRONSID ROAD&STORMW - PVD SIDEWALK	MIG				3 000 000.00	3 500 000.00		3 500 000.00
						177 295 443.00	150 649 456.00		79 791 736.00

360 000 000.00			
360 000 000.00			
-			
160 518 650.00	169 919 850.00	183 445 000.00	
39 680 208.00	-19 124 600.00	-20 555 608.00	

6. BUDGET

6.1 BUDGET AND REVENUE

Executive Summary

Economic Situation

The budget was prepared against the background of testing economic and social conditions. The Minister of Finance in the 2019 Budget Speech indicated that the country should expect a slower but steady recovery after the 2018 technical recession, and that the GDP is expected to rise from 0.7% in 2018 to 1.5% in 2019.

In terms of Census 2011 statistics the municipality has an unemployment rate of 34% (see table below). Please also refer to the IDP document for further detail on this. Since the Census there has been a crisis in the steel industry heavily affecting the region. Arcelor-Mittal, a major economic player, has since reduced demand for electricity.

Table 1 – Employment Status in terms of the IDP

EMPLOYMENT STATUS	YEAR	
	2001	2011
Employed (persons)	93 537	202 543
Unemployed (persons)	63 160	107 555

Households with no income were estimated at 38 000 in 2011 and increased to 67 000 in 2016.

In terms of MFMA Circular 94 of 08 March 2019, the economic and revenue outlook has deteriorated since the October 2018 Medium Term Budget Policy Statement (MTBPS).

The following are the macro-economic forecasts in terms MFMA Budget Circular 94. The forecasts were considered when preparing the 2019/20 MTREF municipal budgets.

Table 2 - Macroeconomic performance and projections, 2018 – 2021

Fiscal year	2018/19	2019/20	2020/21	2020/22
	Estimate	Forecast		
CPI Inflation	4.7%	5.2%	5.4%	5.4%

Fiscal year	2018/19	2019/20	2020/21	2020/22
	Estimate	Forecast		
Real GDP Growth	0.7%	1.5%	1.7%	2.1%

Financial Recovery Plan (FRP)

The Gauteng Provincial Government placed the Emfuleni Local Municipality under section 139(1) (b) and 139(5) (a) of the Constitution read with section 139 of the Municipal Finance Management Act in 2018. A Financial Recovery Plan (FRP) was prepared in terms of the intervention and was approved by the MEC for Finance in December 2018. The FRP was approved by Council in March 2019 under item A3878. The intervention is as a result of serious financial challenges which the municipality has faced over a period of time as well difficulties in delivering basic services. The proposed budget considers the recommendations in the plan as well the recommendations of the assessment performed by the Gauteng Provincial Treasury on the 2018/2019 budget. The deliverables of the FRP and progress against them is discussed later in the report.

Large Power Users

A new risk to the municipal cash flow and financial management emerged in the form of Large Power Users paying their municipal electricity accounts directly to ESKOM with effect from December 2018. The estimated impact on the cash is a reduction of 9.5% in the municipality's collection rate. The direct payments to ESKOM mean that the costs incurred by the municipality are not recovered since the gross-margin in the tariff is now also paid directly to ESKOM.

1987 Agreement (Ex-Eskom Customers)

Emfuleni Local Municipality became successor in title (known as 1987 agreement of Ex Eskom contract) regarding the adjustment of electricity tariffs for customers that fall in the Ex Eskom consumer category. Since 1987 to date, the municipality has been charging large power users tariffs that are far less than what has been approved by the National Electricity Regulator of South African (NERSA). National Treasury Municipal Budget circulars recommend that municipalities must charge cost reflective tariff in order for them to be financially sustainable. The 1987 Agreement have but a huge financial burden to the municipality and in order for ELM to recover

financially it became imperative that the agreement be cancelled and ensures that municipality charges cost reflective tariffs thus ensuring financial sustainability. A report was table at the council meeting of February 2019 to cancel the agreement and ensure that on the 01 July 2019 all the large power users are charged cost reflective tariffs that are approved by NERSA

Service Delivery Challenges

There have been severe service delivery challenges, particularly in the areas of waste management, sanitation, roads and electricity maintenance. The main contributing factors are the non-payment for services, old and dilapidated infrastructure, shortage of management and technical skills in key areas as well as the non-filling of posts as they became vacant which has led to a huge vacancy rate.

The proposed budget makes additional allocations service delivery areas to improve service delivery:

- Additional allocations are made for the acquisition of refuse delivery trucks and other plant required by other service delivery departments;
- Additional allocations are made for water, sewer and roads maintenance. This in the form of budget for tools of trade and materials as well as critical vacancies. The budgets will be increased progressively over the medium-term and beyond in order to reach norm prescribed by the MFMA Circular 71 issued by the National Treasury; and
- Critical vacancies will be funded and budget will be maintained for attrition posts already budgeted for. Processes to fill these posts will commence immediately on approval of the budget.

Unauthorised Expenditure

The municipality has a record of poor financial management as evidenced by the amounts of unauthorised expenditure incurred for the five previous periods or more. Furthermore, the municipality in 2018 announced an amount of R872 million in irregular expenditure incurred over the past five years and that the matter has been referred to the Directorate for Priority Crime Investigations within the SAPS. A

forensic company is currently undertaking investigations in this regard and a report is due to be issued by end of May 2019.

Draft Cost Cutting Regulations

The draft Municipal Cost Containment Regulations issued by the National Treasury on 16 February 2018 in terms of Government Gazette no 41445 was adopted with final budget for the 2018/19 financial year.

The draft regulations prescribe thresholds and cost-containment measures for among others the following:

- Use of consultants; Vehicles used for political-office bearers; Travel and subsistence; Domestic accommodation; Credit Cards; Sponsorships, events and catering; Communications; Conferences, meetings and study-tours; and Other expenditure matters such as that municipalities must procure through the NT transversal contracts before approaching the market, and that resources may not be used to elections.

The final regulations have not been issued after input and objections from the municipality. Resolution A3653 must therefore be rescinded pending the finalisation of revised regulations. The following part of the resolution need to be rescinded:

“Recommended that the draft Municipal Cost Containment Regulations issued by the National Treasury on 16 February 2018 in terms of Government Gazette no 41445 be adopted for the 2018/19 financial year.”

The municipality will apply the FRP as approved and the Four-Pillar strategy which was previously approved by Council.

The Re-Based Budget approved in 2018/2019

Council approved a re-based budget for the 2018/2019 financial year. The re-basing was informed by, in particular the electricity revenue which had not performed satisfactorily as at mid-year of 2017/2018, as well addressing the assessment of the Gauteng Provincial Treasury on the draft budget tabled for 2018/2019 which

indicated that the budget was not funded. In the light of the points mentioned above, and to ensure that the budget is funded and realistic the re-based budget is the base for the 2019/2020 Final Budget.

Recruitment of Staff

The municipality has a high staff turnover and over the past financial years there has been a moratorium on recruitment of personnel. This had an impact on increased cost of outsourcing thus financially burdening the balance sheet of the municipality. The 2019/20 MTREF employee cost included all funded vacancies and the Accounting Officer will engage in a recruitment drive that ensure the reduction of overtime, acting allowances and contracted services

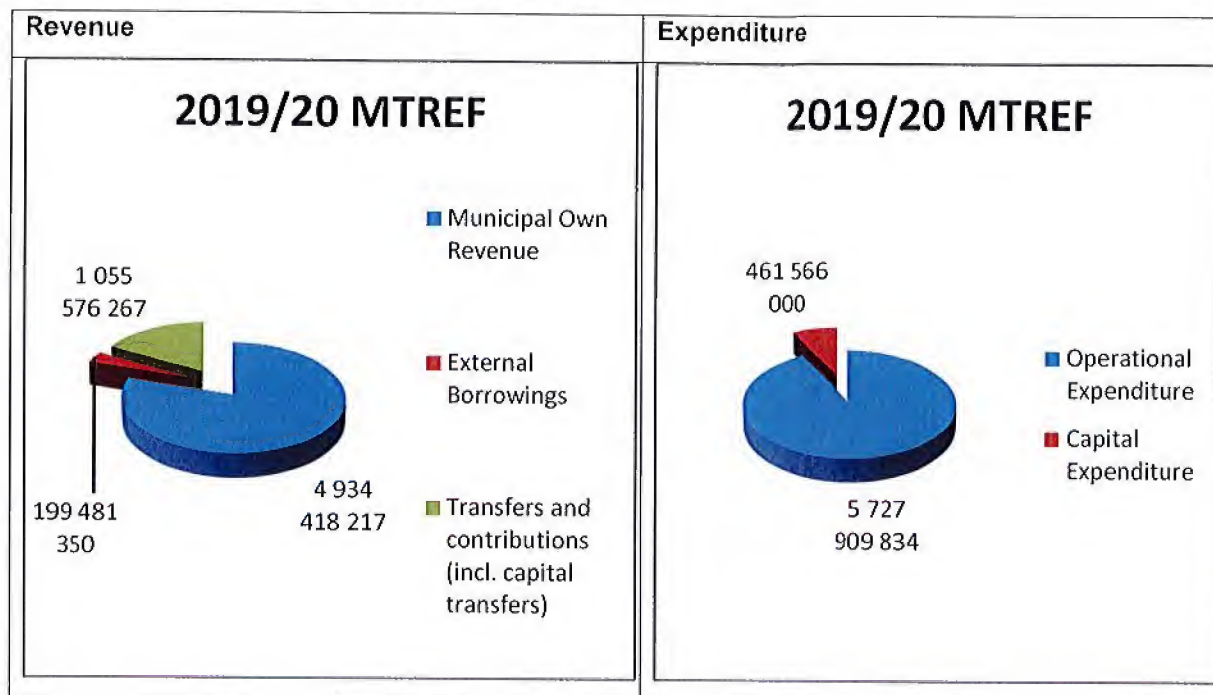
The Proposed 2019/20 MTREF

The proposed Final Budget for the financial year is R6 189 475 834 which is an operational budget of R5 717 909 834 and a capital budget of R471 566 000. This represents an increase of R403 203 814 or 6.9% on the 2018/2019 adjustments budget of R5 786 272 020.

Table 3 - Consolidated Overview of the 2019/20 MTREF

Description	2018/19	2019/20 MTREF		
<i>Rand</i>	Adjustments Budget	Budget Year 2019/20	Budget Year+1 2020/21	Budget Year+2 2021/22
Municipal Own Revenue	-R4 757 407 253	R 4 934 418 217	R 5 314 814 756	R 5 726 084 113
External Borrowings	R0	R 199 481 350	R 152 878 035	R 100 819 162
Transfers and contributions (incl. capital transfers)	-R1 028 864 767	R 1 055 576 267	R 1 125 600 174	R 1 215 700 586
<i>Total Revenue</i>	<i>-R5 786 272 020</i>	<i>R 6 189 475 834</i>	<i>R 6 593 292 965</i>	<i>R 7 042 603 861</i>
Operational Expenditure	R5 501 482 613	R 5 717 909 834	R 6 158 614 965	R 6 637 231 861
Capital Expenditure	R284 789 407	R 471 566 000	R 434 678 000	R 405 372 000
<i>Total Expenditure</i>	<i>R5 786 272 020</i>	<i>R 6 189 475 834</i>	<i>R 6 593 292 965</i>	<i>R 7 042 603 861</i>
<i>Surplus / (Deficit)</i>	<i>-</i>	<i>R 0</i>	<i>R 0</i>	<i>R 0</i>

Chart 1 - Consolidated Overview of the 2019/20



-R 4 934 418 217 of R6 189 475 834 or 80% of the total municipal income in the 2019/2020 financial year will be funded by own funds while -R1 055 576 267 of R6 189 475 834 or 17% will be from government grants and subsidies. External borrowings will make up the difference (R 199 481 350)

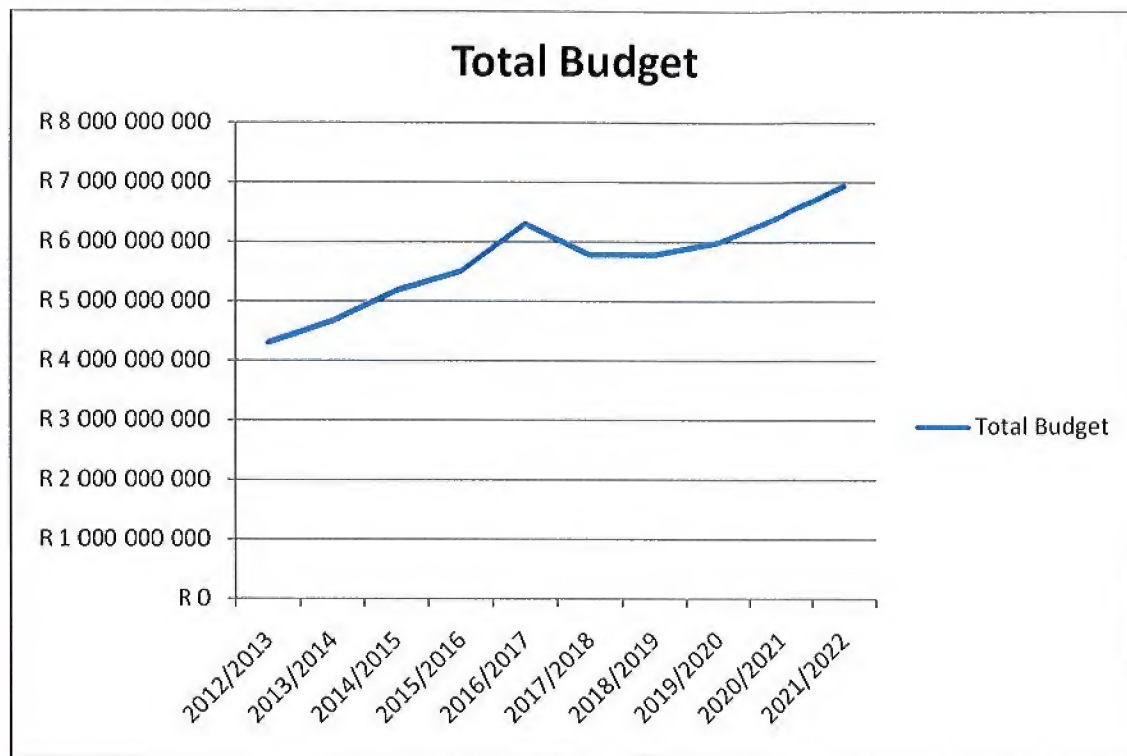
Municipal own revenue is disclosed net of amounts of budgeted revenue foregone.

Table 4 – Budget growth over a Ten-Year Horizon

Financial Year	Total Budget	Growth - Rand	Growth - %
2012/13	R 4 310 804 394	R 536 127 925	14%
2013/14	R 4 669 401 296	R 358 596 902	8%
2014/15	R 5 183 828 229	R 514 426 933	11%
2015/16	R 5 510 293 223	R 326 464 994	6%
2016/17	R 6 309 248 802	R 798 955 579	14%
2017/18	R 5 786 043 716	-R 523 205 086	-8%
2018/19	R 5 786 272 020	R 3 228 304	0%

Financial Year	Total Budget	Growth - Rand	Growth - %
2019/2020	R5 989 994 484	R203 722 464	4%
2020/2021	R6 440 414 930	R450 420 446	8%
2021/2022	R6 941 784 699	R501 369 769	8%

Chart 2 – Growth trend over a Ten-Year Horizon



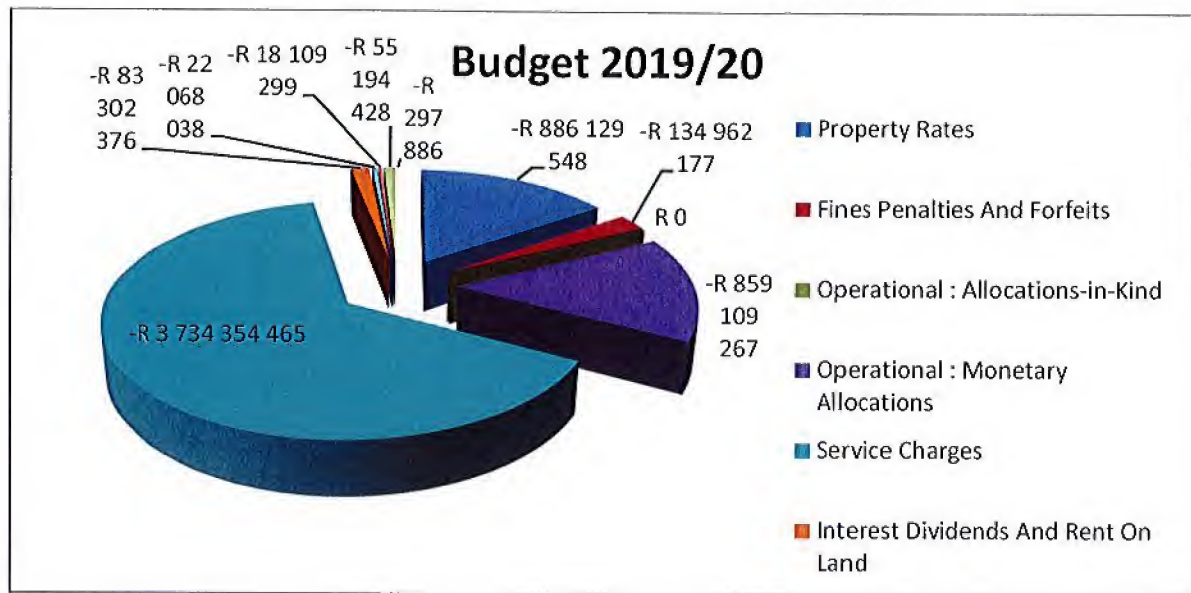
1.1 Operating Revenue Framework

Table 5 - Summary of revenue classified by main revenue source: Medium Term

Item Group : REVENUE	Budget 2018/19	Medium Term Revenue Framework		
		2019/20	2020/21	2021/22
Property Rates	-R 816 619 505.00	-R886 129 548	-R933 980 544	-R984 415 493
Fines Penalties And Forfeits	-R 126 214 254.00	-R134 962 177	-R141 710 967	-R148 797 232
Operational : Allocations-in-Kind	-R 505 804.00	R0	R0	R0
Operational : Monetary Allocations	-R 798 401 963.00	-R859 109 267	-R924 125 174	-R999 294 586
Service Charges	-R 3 687 037 996.00	-R3 734 354 465	-R4 050 486 728	-R4 394 048 501
Interest Dividends And Rent On Land	-R 56 384 943.00	-R83 302 376	-R87 800 705	-R92 541 941
Operational Revenue	-R 4 612 254.00	-R22 068 038	-R23 259 714	-R24 515 739

Item Group : REVENUE	Budget 2018/19	Medium Term Revenue Framework		
		2019/20	2020/21	2021/22
Rental From Fixed Assets	-R 22 333 092.00	-R18 109 299	-R19 087 200	-R20 117 909
Sales Of Goods And Rendering Of Services	-R 44 060 010.00	-R55 194 428	-R58 174 926	-R61 316 371
Licences And Permits	-R 145 199.00	-R297 886	-R313 972	-R330 927
Total Revenue	-R 5 556 315 020.00	-R5 793 527 484	-R6 238 939 930	-R6 725 378 699

Chart 3 - Summary of revenue classified by main revenue source 2019/20



The largest operational revenue items are electricity revenue at R2 171 186 887 of -R 5 793 527 484 or 37%, water revenue at R1 096 501 143 of -R 5 793 527 484 or 18%, assessment rates at R886 129 548 of -R 5 793 527 484 or 15% and government grants at R859 109 267 of -R 5 793 527 484 of the total revenue. Revenue from electricity and water sales, government grants and property rates remain the main income items for the MTREF period as can be seen on the table "percentage growth in revenue by main revenue source" below.

Table 6 - Percentage growth in revenue by main revenue source

Description	2019/20 MTREF					
	Budget Year 2019/20	%	Budget Year+1 2020/21	%	Budget Year+2 2021/22	%
Revenue By Source	R		R		R	
Property Rates	R -886 129 548	15%	R -933 980 544	15%	-R 984 415 493	15%
Fines Penalties And Forfeits	R -134 962 177	2%	R -141 710 967	2%	-R 148 797 232	2%
Operational : Allocations-in-Kind	R 0	0%	R -	0%	R 0	0%
Operational : Monetary Allocations	R -859 109 267	15%	R -924 125 174	15%	-R 999 294 586	15%
Service Charges – Electricity Revenue	R -2 171 186 887	37%	R -2 375 495 573	38%	R -2 599 029 707	39%
Service Charges – Water Revenue	R -1 096 501 143	19%	R -1 183 124 733	19%	R -1 276 591 586	19%
Service Charges – Sanitation Revenue	R -298 677 808	5%	R -314 806 410	5%	R -331 805 956	5%
Service Charges – Refuse Revenue	R -167 988 627	3%	R -177 060 012	3%	R -186 621 252	3%
Interest Dividends And Rent On Land	R -83 302 376	1%	R -87 800 705	1%	-R 92 541 941	1%
Operational Revenue	R -22 068 038	0%	R -23 259 714	0%	-R 24 515 739	0%
Rental From Fixed Assets	R -18 109 299	0%	R -19 087 200	0%	-R 20 117 909	0%
Sales Of Goods And Rendering Of Services	R -55 194 428	1%	R -58 174 926	1%	-R 61 316 371	1%
Licences And Permits	R -297 886	0%	R -313 972	0%	-R 330 927	0%
Total Revenue (excluding capital grants and transfers)	R -5 793 527 484	100%	R -6 238 939 930	100 %	-R 6 725 378 699	100%

Operating grants and transfers direct to the municipality total R859 109 267 in the 2019/2020 financial year and increase to R924 125 174 and R999 294 586 in the 2020/2021 and 2021/2022 financial years respectively. The amounts include health subsidies. There is a process underway of the provincialisation of the health services and the budget will be adjusted accordingly when the process is concluded. The

following table gives a breakdown of the various operating grants and subsidies, and capital grants allocated to the municipality over the medium term:

Table 7–Direct Transfers and Grant Receipts

GT421 Emfuleni	2019/20	2020/21	2021/22
TRANSFERS FROM NATIONAL DEPARTMENTS			
Equitable share and related	R 772 335 000	R 835 871 000	R 906 136 000
Infrastructure	R 196 467 000	R 201 475 000	R 216 406 000
Municipal infrastructure grant	R 168 967 000	R 178 863 000	R 193 100 000
Integrated national electrification programme (municipal) grant	R 20 000 000	R 12 612 000	R 13 306 000
Neighbourhood development partnership grant (capital grant)	R 7 500 000	R 10 000 000	R 10 000 000
Capacity building and other current transfers	R 10 574 000	R 8 015 000	R 8 279 000
Local government financial management grant	R 2 015 000	R 2 015 000	R 2 279 000
Expanded public works programme integrated grant for municipalities	R 3 559 000		
Energy efficiency and demand side management grant	R 5 000 000	R 6 000 000	R 6 000 000
Total: Transfers from National Departments	R 979 376 000	R 1 045 361 000	R 1 130 821 000
TRANSFERS FROM PROVINCIAL DEPARTMENTS			
Municipal Allocations from Provincial Departments			
<i>of which</i>			
Gauteng Department Of Health	R 63 962 267	R 68 239 174	R 71 879 586
Primary Health Care (<i>part claims made from Sedibeng D.M.</i>)	R 63 962 267	R 68 239 174	R 71 879 586
Department of Social Development	R 2 000 000	R 0	R 0
Social Infrastructure Grant	R 2 000 000		
Department of Cooperative Governance and Traditional Affairs	R 1 000 000	R 750 000	R 0
GRAP 17 Compliance	R 1 000 000		
Performance Management Services		R 750 000	
Department of Sport, Arts, Culture and Recreation (DSACR)	R 16 238 000	R 18 000 000	R 19 000 000
Recap of CommLibr Cond Grant	R 9 238 000	R 10 500 000	R 11 000 000
Libraries Plan	R 7 000 000	R 7 500 000	R 8 000 000
Total: Transfers from Provincial Departments	R 83 200 267	R 86 989 174	R 90 879 586

The following transfers and grants are implemented on behalf of the municipality by other organs of the government.

Table 8- Indirect Transfers and Grant Receipts

GT421 Emfuleni	2019/20	2020/21	2021/22
INTRANSFERS FROM NATIONAL DEPARTMENTS			
Infrastructure transfers			
Regional bulk infrastructure grant	R 205 712 000	R 415 000 000	R 370 000 000
Integrated national electrification programme (Eskom) grant	R 24 420 000	R 30 729 000	R 32 419 000
Neighbourhood development partnership grant (technical assistance)	R 200 000	R 200 000	R 200 000
Water services infrastructure grant	R 20 000 000	R 55 000 000	R 70 000 000
Capacity building and other current transfers			
Municipal systems improvements grant	R 2 950 000	R 3 360 000	R 3 330 000
Total : Indirect Transfers	R 253 282 000	R 504 289 000	R 475 949 000

1.2 Operating Expenditure Framework

The following table is a high level summary of the 2019/2020 MTREF expenditure budget classified per main type of operating expenditure:

Table 9 - Summary of operating expenditure by standard classification item.

OPERATIONAL EXPENDITURE	Budget 2018/2019	Medium Term Expenditure Framework		
		2019/2020	2020/2021	2021/2022
Salaries Allow And Service Benefits	R 1 147 516 446	R 1 212 952 749	R 1 290 530 478	R 1 350 080 175
Councillor Allowances	R 57 358 497	R 53 665 110	R 56 564 264	R 59 618 734
Outsource Services	R 179 625 918	R 172 790 600	R 164 151 070	R 155 943 516
Consultants And Professional Services	R 43 247 836	R 41 085 444	R 39 031 172	R 37 079 613
Contractors	R 148 983 852	R 112 254 246	R 106 641 534	R 101 309 457
Operational Cost	R 249 702 406	R 290 786 800	R 301 728 797	R 318 985 206
Inventory	R 37 228 620	R 119 155 950	R 144 773 687	R 156 713 866
Bulk Purchases	R 2 251 495 530	R 2 301 220 479	R 2 416 281 503	R 2 537 095 578
Interest Dividends And Rent On Land	R 4 326 091	R 19 011 065	R 19 961 618	R 20 959 699
Operating Leases	R 41 291 942	R 17 546 675	R 18 370 566	R 19 459 477
Bad Debts Written Off	R 944 117 580	R 941 419 811	R 1 151 433 588	R 1 417 318 037
Operational : Allocations In Kind	R 2 257 793	R 2 257 793	R 2 370 683	R 2 489 217
Depreciation & Amortisation	R 394 330 102	R 433 763 112	R 446 776 006	R 460 179 286
Total	R 5 501 482 613	R 5 717 909 834	R 6 158 614 965	R 6 637 231 861

The following chart gives a breakdown of the main operational expenditure categories for the 2019/20 financial year:

Chart 4 – Operational Expenditure Breakdown: 2019/2020

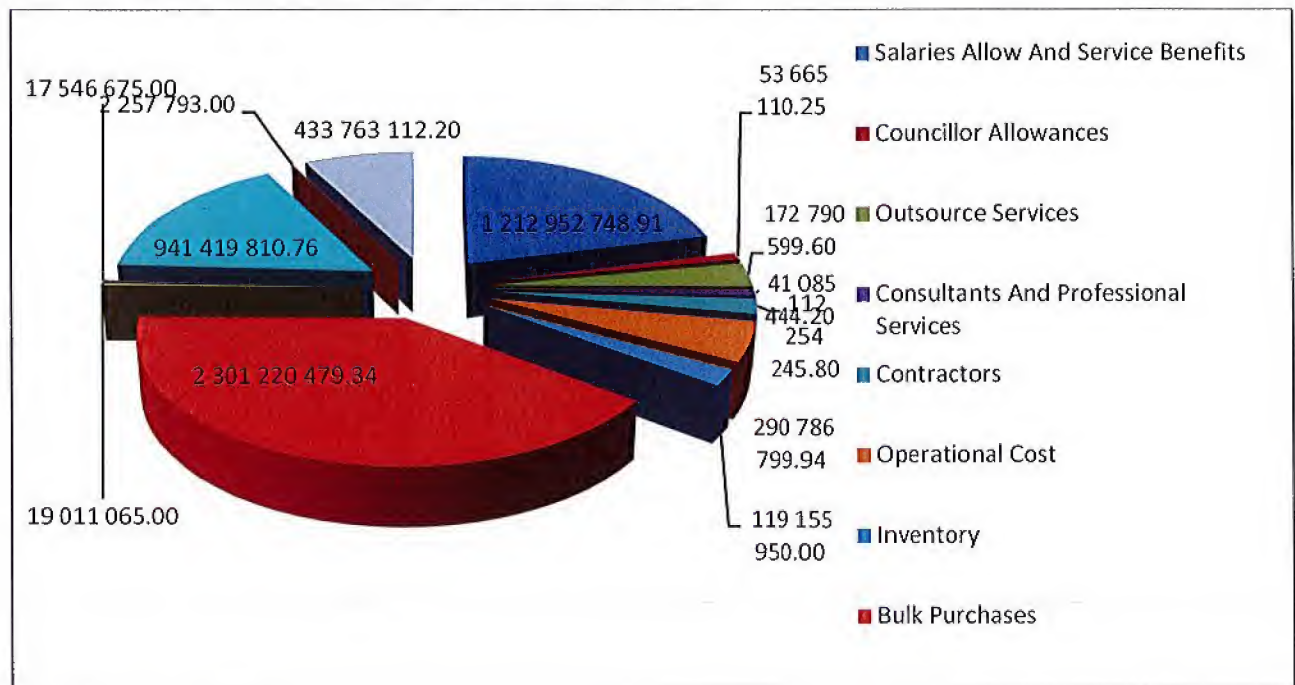


Table 10 – Percentage growth in expenditure by expenditure type

OPERATIONAL EXPENDITURE	Budget Year+0	%	Budget Year+1	%	Budget Year+2	%
	2019/20 R		2020/21 R		2021/22 R	
Salaries Allow And Service Benefits	R 1 212 952 749	21%	R 1 290 530 478	21%	R 1 350 080 175	20%
Councillor Allowances	R 53 665 110	1%	R 56 564 264	1%	R 59 618 734	1%
Outsource Services	R 172 790 600	3%	R 164 151 070	3%	R 155 943 516	2%
Consultants And Professional Services	R 41 085 444	1%	R 39 031 172	1%	R 37 079 613	1%
Contractors	R 112 254 246	2%	R 106 641 534	2%	R 101 309 457	2%

OPERATIONAL EXPENDITURE	Budget Year+0 2019/20	%	Budget Year+1 2020/21	%	Budget Year+2 2021/22	%
	R		R		R	
Operational Cost	R 290 786 800	5%	R 301 728 797	5%	R 318 985 206	5%
Inventory	R 119 155 950	2%	R 144 773 687	2%	R 156 713 866	2%
Bulk Purchases	R 2 301 220 479	40%	R 2 416 281 503	39%	R 2 537 095 578	38%
Interest Dividends And Rent On Land	R 19 011 065	0%	R 19 961 618	0%	R 20 959 699	0%
Operating Leases	R 17 546 675	0%	R 18 370 566	0%	R 19 459 477	0%
Bad Debts Written Off	R 941 419 811	16%	R 1 151 433 588	19%	R 1 417 318 037	21%
Operational : Allocations In Kind	R 2 257 793	0%	R 2 370 683	0%	R 2 489 217	0%
Depreciation & Amortisation	R 433 763 112	8%	R 446 776 006	7%	R 460 179 286	7%
Total	R 5 717 909 834	100%	R 6 158 614 965	100%	R 6 637 231 861	100%

•The largest operational expenditure items are bulk costs at 40%, followed by salary costs at 21% and debt impairment at 16%;

•Salary projections were adjusted with an increase of CPI% plus 1% in terms of the salary agreement;

•Remuneration of Councillors is calculated in terms of the Remuneration of Public Office Bearers Act. The allowances were determined in terms of the draft Government Gazette issued in December 2018;

1.3 Capital expenditure

Capital expenditure for the 2019/2020 MTREF is funded as follows:

Table 11 – Funding of the Capital Budget

Description	2019/20 MTREF					
	Budget Year+0 2019/20	%	Budget Year+1 2020/21	%	Budget Year+2 2021/22	%
Rand						
Funded by:						
National Government	227 698 858	48%	173 407 250	37%	182 895 392	39%
Provincial Government	4 066 000	1%	2 066 000	0%	0	0%
District Municipality	-		-		-	
Transfers Recognised – Capital	-		-		-	
Public Contributions and Donations	-		-		-	
Borrowing	159 801 142	34%	234 623 210	50%	51 692 148	11%
Internally Generated	80 000 000	17%	61 000 000	13%	61 000 000	13%

Description	2019/20 MTREF					
	Budget Year+0 2019/20	%	Budget Year+1 2020/21	%	Budget Year+2 2021/22	%
Funds						
Total Capital Funding	471 566 000	100%	471 096 460	100%	295 587 540	100%

The Proposed Capital Budget for the 2019/2020 financial year amounts to 471 566 000 and shall be funded as per the Table 10 above. 15% per cent of the capital budget is funded from internally generated revenue.

The re-prioritised capital list is attached as an Annexure to this report. The National CoGTA in May 2019 instructed the municipality to re-prioritise its capital budget and re-direct funds to the sanitation projects in line with the MIG conditions and as an intervention to curb the sewer crisis in the municipality. The CoGTA letter is also attached as an Annexure to this report.

The municipality is also considering the MFMA section 46 process relating to incurring long-term debt to fund largely water and sanitation programs. Section 8(4) of the Division of Revenue Act, which allows for the pledging of grants as security for loans will be applied to this process. This is to ensure that sufficient funds are available to conclude the projects. This report also therefore request permission to engage on the relevant public participation process and to engage the Development Bank of South Africa on the process.

CHAPTER 7

7. SPATIAL DEVELOPMENT FRAMEWORK

7.1 DEVELOPMENT CONCEPT

Within the regional context, as depicted conceptually by the Diagrams below, Emfuleni is situated at the southern end of the Gauteng urban conurbation. Emfuleni is tied into the rest of Gauteng via two north-south corridors that are aligned along the N1 and the R59 freeways respectively. These corridors also link Emfuleni to areas located in between, such as Orange Farm, Soweto, Meyerton and Germiston. The N1 corridor is paralleled by a commuter railway line, which links Vereeniging to the Johannesburg CBD via Sebokeng and Orange Farm. A freight railway line links Vereeniging to Germiston, via Meyerton. In essence, Emfuleni thus forms the southern anchor of the greater Gauteng urban conurbation.

In addition to the above, Emfuleni is becoming part of an emerging metropolitan area that comprises Sebokeng, Vanderbijlpark, Vereeniging, Meyerton and Sasolburg (see the Diagram below). Together, this emerging metropolitan area already has a population of 0.9 million people. As this emerging metropolitan area grows, it will become a similar urban structure south of Johannesburg as Tshwane is north of Johannesburg. It is important to view Emfuleni as part of this emerging metropolitan area in order to understand the development potential that is embedded in it, as well as to make planning decisions to facilitate the emergence of this metropolitan area.

Based on the regional context and the fact that Emfuleni forms part of an emerging metropolitan area, a development concept is proposed that aims to strengthen the role of the Emfuleni area as the southern anchor of the Gauteng urban conurbation. The Development Concept, which is illustrated by the Diagrams below, is made up of the following elements:

a. Urban infill and consolidation

Currently, urbanization within Emfuleni is highly fragmented. It is therefore imperative that future urban development and expansion within Emfuleni be done in a manner that achieves urban consolidation, density and compactness. There are many opportunities for infill development and consolidation within Emfuleni, but two areas in particular stand out. The first is a large tract of land located between Sebokeng and Vereeniging (in the Sonlandpark region including Roodt's Gardens, van der Merwe's kroon and Unitas Park Agricultural Holdings), which has the potential for infill development. The development of this land parcel will help consolidate the existing fragmented urban structure and help strengthen the existing commuter railway line corridor stretching from Vereeniging to Evaton.

Secondly, there is an opportunity for infill development along the Vaal River, between Vanderbijlpark and Sasolburg. If Emfuleni is considered without the provincial boundary and only as a functional urban area, the linkage between Vanderbijlpark and Sasolburg is obvious. Filling in the area between Vanderbijlpark and Sasolburg will place the Vaal River at the centre of this emerging metropolitan area, making it a true river city. It will be the only river city in Gauteng, which will give it a unique characteristic within the Gauteng urban conurbation.

b. Movement pattern and transportation structure

As mentioned when discussing the regional context, Emfuleni is tied into the rest of Gauteng via two north-south road corridors that are aligned along the N1 and the R59 freeways respectively. In addition to these roads, a primary internal road network serves Emfuleni that connects its nodal structure to the rest of Emfuleni. These primary internal roads include the K83 that connects Evaton to Meyerton, the K53 that connects the Sebokeng CBD to the Vanderbijlpark CBD, the K55 that connects the Sebokeng CBD to the Vereeniging CBD, and the K174 that connect the Vanderbijlpark CBD to the Vereeniging CBD. The network forms a triangle between the Sebokeng CBD, the Vereeniging CBD, and the Vanderbijlpark CBD. This triangular structure forms the bases for the development of a public transport system serving this emerging metropolitan area.

c. Nodal structure

Currently, Emfuleni is served by two established central business districts: the Vanderbijlpark CBD and the Vereeniging CBD. The Sebokeng CBD, situated at Sebokeng hostels and hospital, is an emerging Central Business District within Emfuleni. These central business districts form a triangle within Emfuleni that must become the focal area for urban development within Emfuleni. This can be done by consolidating urban development and expansion within this triangle. If developed appropriately, this triangular structure will not only become the focal area of Emfuleni, but also the focal area of the emerging metropolitan area that includes Meyerton and Sasolburg. The focal area within the triangle will be the Vereeniging CBD. The Vereeniging CBD is the terminus for the Johannesburg-Vereeniging commuter railway line and it is therefore the regional gateway to Emfuleni. Vereeniging must therefore be strengthened by expanding it towards the Vaal River (the River City Concept). The Vaal River will provide the element that attracts public and private sector investment to this part of Emfuleni, which in turn will establish Vereeniging as the primary core area of Emfuleni.

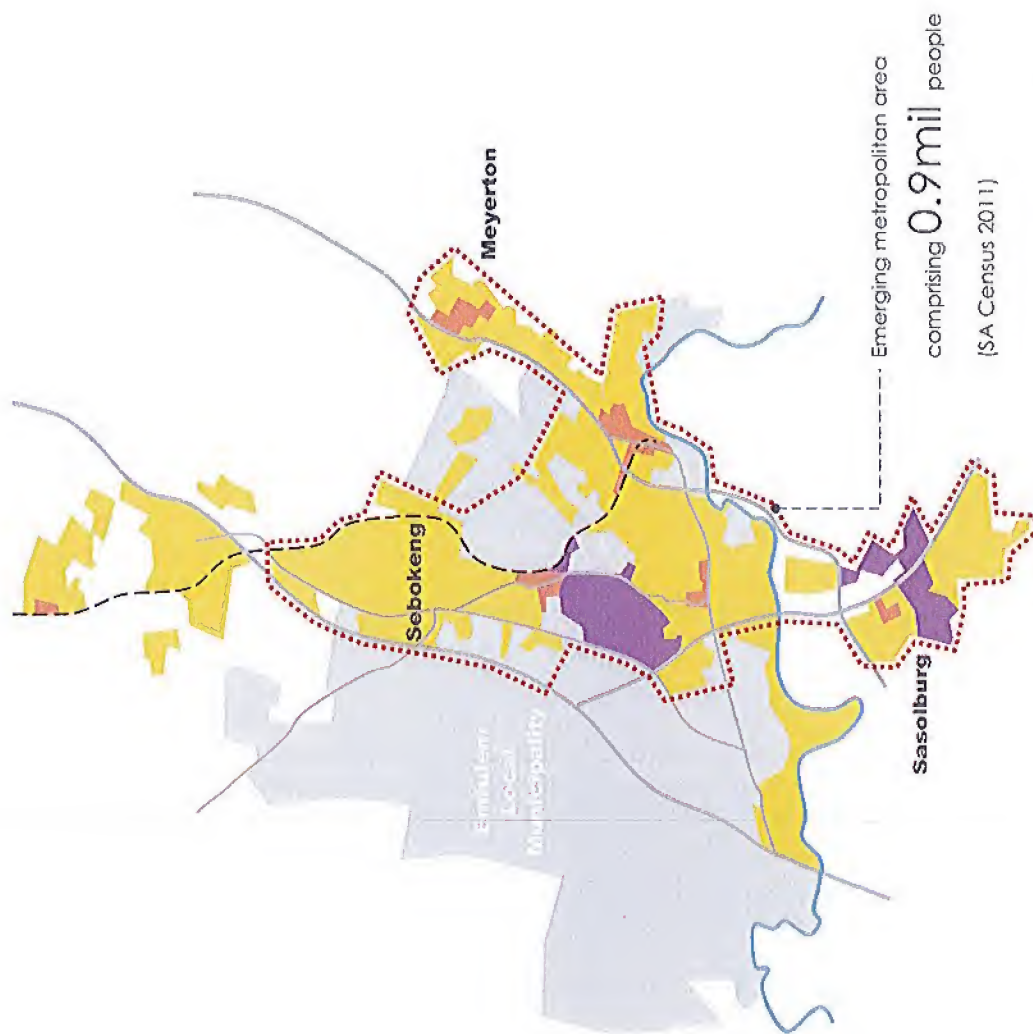


DIAGRAM 1: EMERGING METROPOLITAN AREA

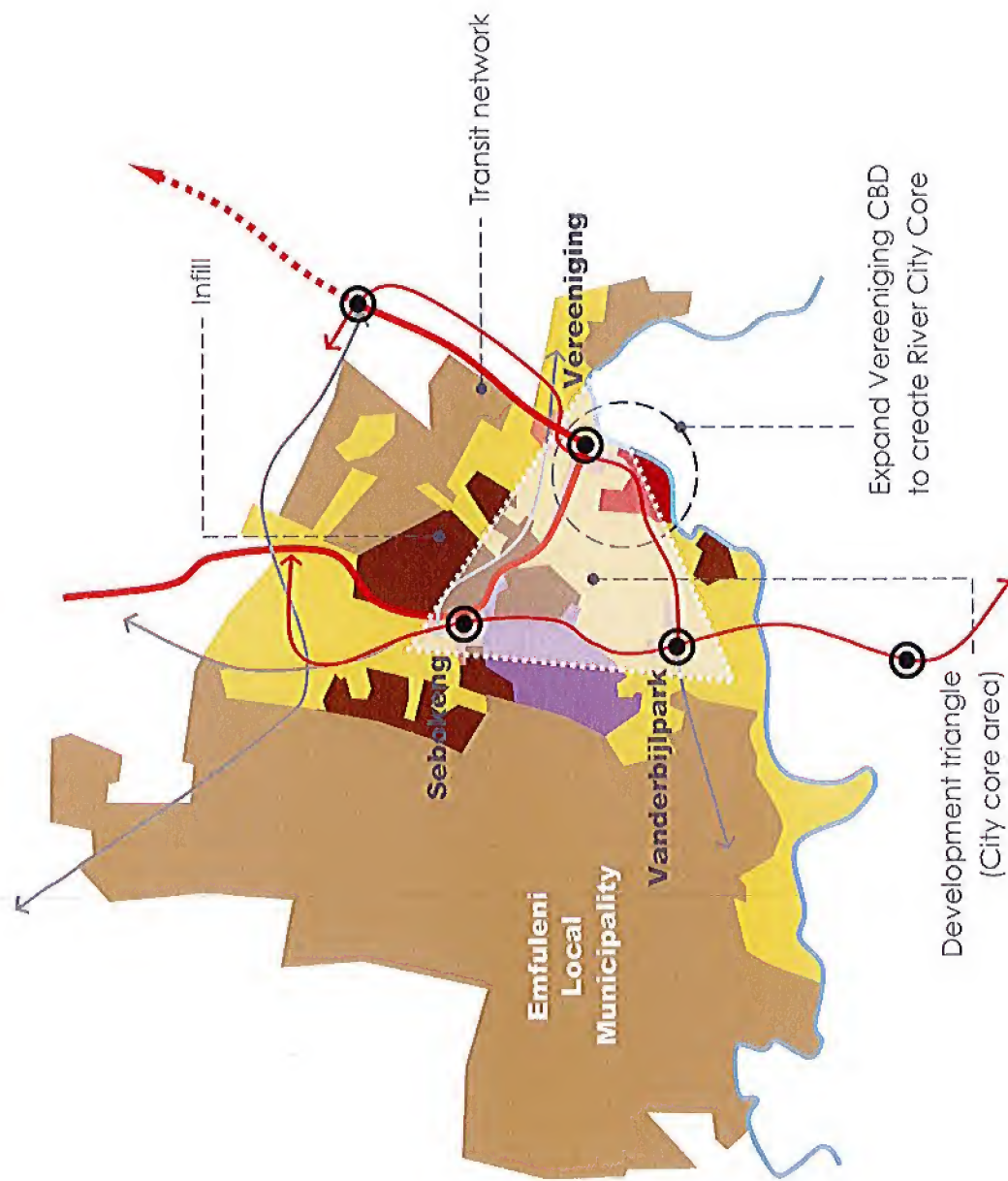


DIAGRAM 2: DEVELOPMENT CONCEPT

d. Rail densification and proposed bus network

Developing the public transport network that serves the mentioned emerging metropolitan area can help create the spatial structure proposed above by becoming the backbone of the spatial structure. The first part of creating this public transport network will involve increasing the viability of the only existing public transport system serving Emfuleni, namely the Johannesburg to Vereeniging commuter railway line. To enable this will require the densification of land on both sides of the railway line at its commuter railway stations, using higher-density residential typologies. In addition to this, it will be necessary to create a secondary public transport system that feeds the commuter railway stations with commuters. This secondary public transport system can comprise of a bus network that links the various nodal areas in Emfuleni (including the Meyerton and Sasolburg CBDs) to the commuter railway stations. Because this system will serve three municipal areas (Emfuleni, Midvaal and Sasolburg), the costs of the development and operation of the system can be shared by all three municipalities, making the development and operation of the system more affordable.

7.2 RESIDENTIAL DEVELOPMENT

The Figure below (Spatial Development Framework Map) indicates land parcels within Emfuleni that are proposed for residential development. These land parcels were identified, taking a number of constraining factors into account, such as environmental sensitive areas and geotechnical conditions. Land categorized as environmentally important was deemed unsuitable for urban development and land with poor geotechnical conditions due to dolomite were considered unsuitable for urban development.

Most of the land within Emfuleni that was considered for residential development was suitable for residential development from a geotechnical perspective. Only small pockets of land situated on the north-eastern boundary of Emfuleni were deemed unsuitable for residential development due to dolomite conditions. The environmentally sensitive areas, situated within the north-eastern quadrant of Emfuleni and mostly comprising ridges and rivers, impact on residential development within this part of Emfuleni.

As depicted by the Table below, it was estimated that Emfuleni requires approximately 1900ha of land for residential development during the period 2017-2020. It requires an estimated additional 1600ha of land for residential development during the period 2020-2025. A measured oversupply of land is made available for residential development within Emfuleni to counter high land values, which is often associated with the severe restriction of land available for urban expansion.

TABLE 1: RESIDENTIAL LAND ALLOCATION

Residential expansion	1882,3	3264,2	1596,9	1752,6

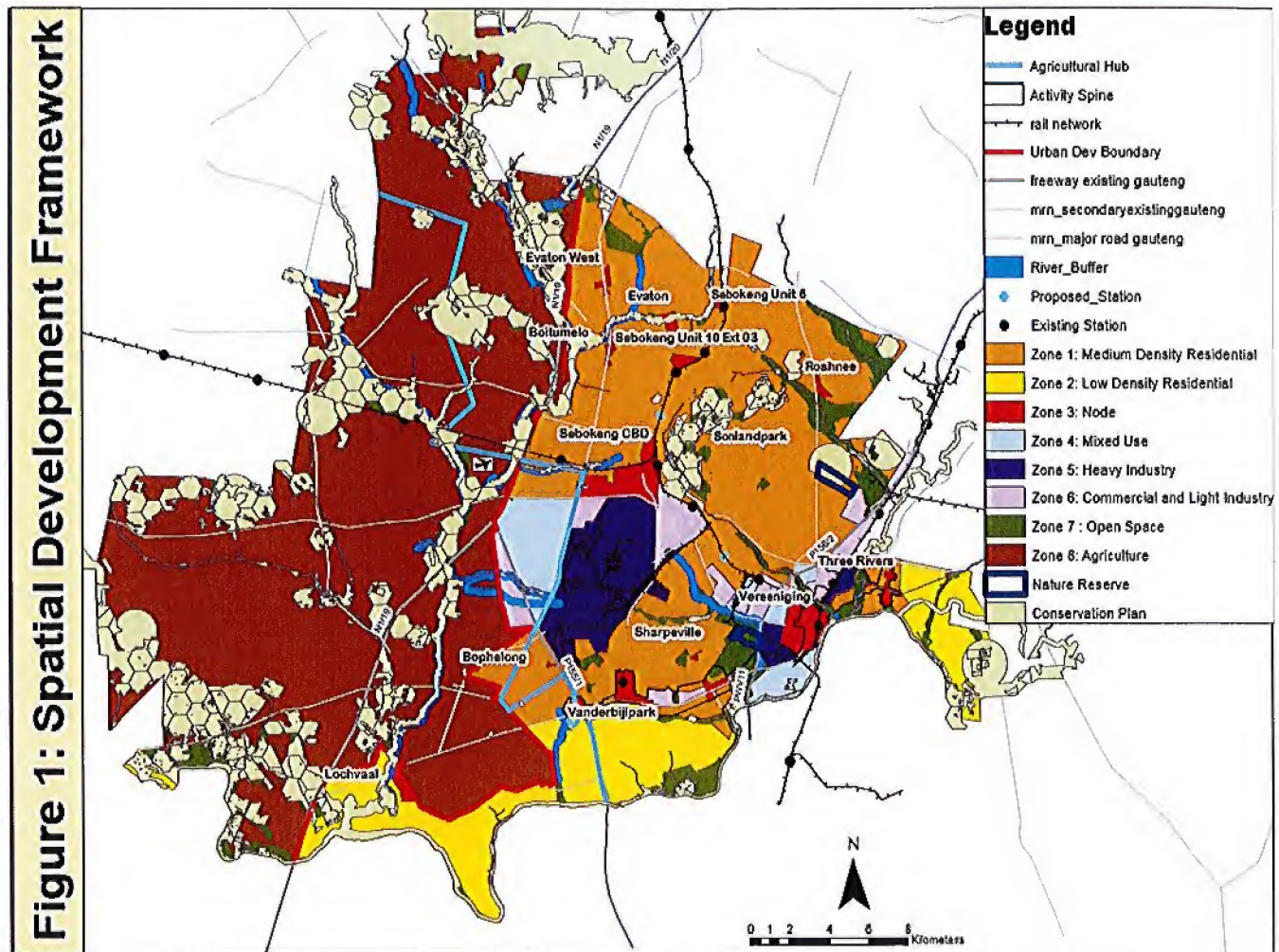
Source: Urban Dynamics Gauteng, 2017

Despite the fact that Emfuleni has large tracts of land available that are suitable for urban development, the thoughtless use of this land remains unacceptable. Urban expansion within Emfuleni needs to occur in a controlled and consolidated manner to prevent urban sprawl and the negative impacts associated with urban sprawl. Some negative impacts of urban sprawl include high bulk services development cost due to long infrastructure runs and high public transport costs due to low commuter patronage associate with low densities. It is therefore imperative that the land which is made available for residential purposes within Emfuleni be optimally used. This is primarily achieved by applying higher residential densities, which uses less land and consequently limits urban sprawl.

Emfuleni has large tracts of land that are potentially available for residential expansion, as well as a number of infill sites that can be utilized for residential purposes. Most of the proposed expansion areas are located along the Vereeniging-Johannesburg commuter railway line. The development of these areas for higher-density residential purposes can significantly strengthen the existing Vereeniging-Johannesburg commuter railway line and greatly assist in the viable operation of this commuter rail system. There are basically 4 residential expansion areas that have been identified within Emfuleni. These areas are as follows:

a. Johandeo, GoldenGardens and Cyferpan

Johandeo and Golden Gardens are townships that are currently being planned. These townships, including the planned Cyferpan development, is located west of the Sebokeng CBD and the K45 (Golden Highway) and basically constitute the westward expansion of Sebokeng up to the N1 freeway. Johandeo, GoldenGardens and Cyferpan are affordable housing developments. The first phases of Johandeo and GoldenGardens have been completed with the following phases in its planning stages; GoldenGardens will provide approximately 7000 housing units once completed. The first phase of Johandeo yielded approximately 2000 housing units. Because the first stages of these townships have been implemented, bulk services have already been constructed to service these townships.



b. Lethabong and Tshepiso

Lethabong and Tshepiso is a residential expansion area that straddles the Vereeniging-Johannesburg commuter railway line. The primary advantage of this residential expansion area is that it has excellent access to road and rail infrastructure. This transportation network includes the K180 arterial, which links the expansion area to Moshoeshe Road (K53), Moshoeshe Road that traverses Sebokeng and the Sebokeng CBD. In addition, the Vereeniging-Johannesburg commuter railway line links this residential expansion area to Sebokeng, Orange Farm and Johannesburg to the north, and to the Vereeniging CBD in the south. Logically, this transportation network will provide good accessibility and modal choice to the residents that will reside in this residential expansion area. This makes the Lethabong and Tshepiso residential expansion area highly suitable for higher-density housing typologies (such as duplex housing and walk-ups) linked to public transport. Higher-density housing typologies can be located at the planned railway stations of the Vereeniging-Johannesburg commuter railway line, as well as next to the K180

arterial. In particular, future intersections between the K180 and collector roads can be utilized for higher-density residential purposes.

Another advantage of the Lethabong and Tshepiso residential expansion area is that it is currently the focus area for affordable housing development within Emfuleni. Some of these developments are already at implementation stage, such as the Tshepiso Extensions, and others are already at a detailed planning stage, such the Lethabong extensions. The Lethabong extension will provide approximately 6000 affordable housing units once completed. The Tshepiso extension will provide approximately 4000 affordable housing units once completed. The first phase of Tshepiso (Extension 3) yielded approximately 1500 housing units. Bulk municipal services infrastructure has already been constructed to service the Tshepiso affordable housing development.

c. Sonlandpark

The Sonlandpark residential expansion area is located north of the K180 and comprises the parcels of land situated west and east of Sonlandpark. This expansion area includes the Unitas Park Agricultural Holdings, which can be densified by converting these agricultural holdings into cluster housing. This expansion area is largely earmarked for the longer-term expansion of Vereeniging and Sebokeng. The K180 will be the central spine serving this residential expansion area, linking this residential expansion area to Sebokeng in the north and the Vereeniging CBD in the south. This transportation spine can become the primary focus area for higher-density residential development (such as cluster housing), because of the good accessibility that this spine will provide. The Sonlandpark residential expansion area will most likely be developed with a mixture of bonded and affordable housing developments.

d. Bophelong

The Bophelong residential expansion area straddles the P155, which intersects with the N1 freeway. The expansion area comprises two parcels of land; the one located north of Bophelong and the other located on the disused airfield located west of Bophelong. The primary advantages of this residential expansion area are that it has excellent access to road infrastructure and it is located in close proximity to the Vanderbijlpark CBD and the Mittal Steel industrial area. This locality will thus give the future residents of this expansion area good access to economic and social opportunities. Higher-density housing typologies (such as walk-ups) can be located next to the P155 arterial. In particular, future intersections between the P155 and collector roads within the expansion area can be utilized for higher-density residential purposes.

e. Lochvaal and Mantevrede

The Mantevrede Agricultural Holdings is situated on the P155 freeway. Lochvaal Barrage is situated west of these Agricultural Holdings along the VaalRiver up to the N1 freeway. This is a sought-after weekend holiday area associated with the

recreation value of the VaalRiver. Consequently, this predominantly agricultural holdings area is coming under increasing pressure for redevelopment at higher residential densities. Development of this area will not only provide for the development of the VaalRiver waterfront, but it will also enable the densification of the corridor that is emerging along the P155 freeway.

Infill sites for residential development have been identified within the existing residential areas of Vanderbijlpark and Vereeniging. An advantage of developing these infill sites are that most of them already have access the bulk municipal services infrastructure, thus only requiring limited infrastructure upgrading to develop these sites. There are primarily 3 residential infill sites that can be identified within Emfuleni. These sites are as follows:

a. Vanderbijlpark and Boipatong

The undeveloped strip of land situated between Vanderbijlpark and Boipatong has for a long period remained undeveloped, despite it being well-located land. However, various parcels of land on this strip have been developed in recent years, with few parcels of land still remaining for development. The development of the remaining parcels of land will contribute to a more compact and integrated urban structure and the development thereof should thus be encouraged. This infill land has good access to Westinghouse Boulevard and the road linking this land to Boipatong and Sharpeville.

b. Emerald Casino

A vacant land parcel is located northeast of the Emerald Casino, which stretches up to the K174 (Barrage Road). This land is located near the Vaal River and will most likely be developed as higher-density, bonded and rental housing. As such, these housing units can become rental housing for students attending the Vaal University of Technology. Part of the land is owned (and partly used) by the North-West University and will therefore be reserved for tertiary educational purposes in future. This land has access to Hendrik van Eck Boulevard and Ascot on Vaal Road, which integrates this infill land parcel with the surrounding residential areas of Vanderbijlpark. This land parcel also has access to the emerging Secondary Urban Activity Node situated at Marco located on the intersection of Barrage Road and Ascot on Vaal Road.

c. Tshepong and Roshnee

That there is not enough demand for urban expansion within Emfuleni to 'fill up' and consolidate development between Sonlandpark and Roshnee. Consequently, no proposal is made to open up the land between Sonlandpark and Roshnee. However, to obtain a measure of consolidation, it is proposed that the land that is available between Roshnee and Tshepong be filled in. This proposed infill development is located on, and will have access to, the K47 and K11 intersection.

7.3 INDUSTRIAL AND COMMERCIAL DEVELOPMENT

As depicted by the Table below, it was estimated that Emfuleni requires approximately 700ha of land for industrial and commercial development during the period 2017-2020 and an estimated additional 240ha of land for industrial and commercial development during the period 2020-2025. An oversupply of land is made available within Emfuleni for industrial and commercial development during these periods, simply by allowing existing, undeveloped or partly developed industrial and commercial areas to develop.

The Figure above illustrates the land parcels within Emfuleni that are proposed for industrial development. Four industrial and commercial expansion areas are proposed within Emfuleni. These industrial and commercial expansion areas are as follows:

a. Leeuwkuil

Leeuwkuil is situated west of the Vereeniging CBD. It is an established industrial area, which is still largely vacant. It is proposed that the vacant industrial stands within this industrial area become occupied before additional land is made available for industrial and commercial development within Emfuleni. Leeuwkuil should be reserved for commercial and light industrial uses. Heavy industrial uses should be excluded from this development to avoid polluting uses next to the existing and proposed residential areas neighbouring this industrial area. The location of Leeuwkuil next to the P156 (R59) makes it suitable for commercial uses, which require visual access from major roads. The Leeuwkuil industrial area has access to the K53 arterial, which connects this industrial area to the Vereeniging CBD and Sebokeng.

TABLE 2: INDUSTRIAL LAND ALLOCATION

Industrial expansion	683,3	1068,7	234,3	500,7

Source: Urban Dynamics Gauteng, 2017

b. Boipatong

The proposed Boipatong industrial area is situated within the triangle bordered by the K45 (Frikkie Meyer Boulevard), K180 (Houtkop Road) and the K178 (Boy Louw Street). These roads provide this proposed industrial area excellent accessibility. The development of this industrial area will constitute the northeastward expansion of the Mittal industrial area, creating an industrial band stretching from the P155 (Golden Highway) to the Vereeniging-Johannesburg railway line. The proposed Boipatong industrial area can be made available for commercial and light industrial uses.

c. Cyferpan

The Cyferpan industrial area is a small industrial area proposed on the intersection of the K178 (Boy Louw Street) and the K45 (Golden Highway). This industrial area will in future be traversed by the PWV20 freeway. The part of this proposed industrial area located between the freeway and Mittal, can be used for heavy industrial and commercial uses. The part of this industrial area located between the PWV20 freeway and the K178 should be used for commercial and light industrial uses to enable a better interface between this industrial area and Sebokeng. Both these portions will have access to the K45 (Golden Highway).

d. Sebokeng CBD

The Sebokeng CBD comprises a small industrial area, situated on Moshoeshoe Road. This industrial area is still largely vacant, comprising only of a small number of SMME-type industries. It is proposed that the vacant industrial stands within this industrial area be developed as hive-industries, which can be rented out to the local population of Sebokeng and Evaton. This will further support SMME development within this part of Emfuleni. The massing and height of these industrial buildings can effectively be used to create urban form and character within the Sebokeng CBD.

The industrial and commercial areas proposed above are intended to help generate employment opportunities in Emfuleni and thereby reducing the need for Emfuleni residents to travel long distances to access such employment opportunities in other parts of Gauteng. Providing industrial and commercial land within Emfuleni will also address the current problem in Emfuleni, whereby small holding owners are applying for industrial and commercial uses in parts of Emfuleni, that will diminish the aesthetic and environmental qualities of the municipal area. If industrial development on agricultural holding were to be encouraged or allowed, it will negatively impact on future residential expansion within Emfuleni, as well as the ability of the municipal area to promote other industries within Emfuleni, such as tourism.

4. NODAL DEVELOPMENT

To ensure the viability of proposed business activities within Emfuleni, it is important to (a) link the business areas proposed for Emfuleni to a Land Use Budget, and (b) develop a retail hierarchy to ensure the orderly and logical development of retail facilities within Emfuleni. The Table below provides a list of business nodes that can accommodate additional retail and office space development within Emfuleni. These nodes are all located along the proposed Development Corridors. Thus, the further development of these nodes will also contribute to the development of the Development Corridors at large. These nodes are not all the nodes identified within Emfuleni, but only the nodes that have future development potential and promote the spatial structure desired for Emfuleni.

Figure 27 illustrates the location of the existing and proposed primary, secondary / regional and community business nodes identified within Emfuleni. A total of 3 primary business nodes exist within Emfuleni. These primary business nodes comprise the existing Vanderbijlpark CBD, the existing Vereeniging CBD and the emerging Sebokeng CBD. The retail and office space existing within the Vanderbijlpark CBD and the Vereeniging CBD is deemed sufficient, so no additional retail and office space is provided. However, an

additional 34,428m² of retail space and 10,329m² of office space is allocated to the Sebokeng CBD to further strengthen this emerging Central Business District.

TABLE 3: PROPOSED RETAIL AND OFFICE FLOOR AREA ALLOCATION (2017-2025)

Vanderbijlpark CBD	Municipal	65,0	260052	65,0	260052	0,0	0
Retail (0% of total)		50,0	200040	50,0	200040	0,0	0
Private Office (0% of total)		15,0	60012	15,0	60012	0,0	0
Vereeniging CBD	Municipal	132,8	531284	132,8	531284	0,0	0
Retail (0% of total)		102,2	408680	102,2	408680	0,0	0
Private Office (0% of total)		30,7	122604	30,7	122604	0,0	0
Sebokeng CBD	Municipal	21,5	85937	10,3	41180	11,2	44757
Retail (20% of total)		18,9	75608	10,3	41180	8,6	34428
Private Office (20% of total)		2,6	10329	0,0	0	2,6	10329
Bedworthpark	Regional	22,4	89749	19,9	79420	2,6	10329
Retail (0% of total)		19,9	79420	19,9	79420	0,0	0
Private Office (20% of total)		2,6	10329	0,0	0	2,6	10329
Evaton	Regional	12,0	47958	6,4	25580	5,6	22378
Retail (10% of total)		10,7	42794	6,4	25580	4,3	17214
Private Office (10% of total)		1,3	5164	0,0	0	1,3	5164
Mantevrede	Regional	20,3	81061	14,0	56100	6,2	24961
Retail (10% of total)		18,3	73314	14,0	56100	4,3	17214



Private Office (15% of total)		1,9	7746	0,0	0	1,9	7746
Sonlandpark	Regional	9,9	39593	0,0	0	9,9	39593
Retail (20% of total)		8,6	34428	0,0	0	8,6	34428
Private Office (10% of total)		1,3	5164	0,0	0	1,3	5164
Three Rivers	Regional	16,9	67704	16,9	67704	0,0	0
Retail (0% of total)		13,0	52080	13,0	52080	0,0	0
Private Office (0% of total)		3,9	15624	3,9	15624	0,0	0
Boitumelo	Community	4,9	19796	0,0	0	4,9	19796
Retail (10% of total)		4,3	17214	0,0	0	4,3	17214
Private Office (5% of total)		0,6	2582	0,0	0	0,6	2582
Kwaggastroom	Community	4,9	19796	0,0	0	4,9	19796
Retail (10% of total)		4,3	17214	0,0	0	4,3	17214
Private Office (5% of total)		0,6	2582	0,0	0	0,6	2582
Lochvaal	Community	4,9	19796	0,0	0	4,9	19796
Retail (10% of total)		4,3	17214	0,0	0	4,3	17214
Private Office (5% of total)		0,6	2582	0,0	0	0,6	2582
Residentia	Community	2,8	11189	0,0	0	2,8	11189
Retail (5% of total)		2,2	8607	0,0	0	2,2	8607
Private Office (5% of total)		0,6	2582	0,0	0	0,6	2582
Roshnee	Community	2,8	11189	0,0	0	2,8	11189
Retail (5% of total)		2,2	8607	0,0	0	2,2	8607

Private Office (5% of total)	0,6	2582	0,0	0	0,6	2582
Total	321,3	128510	265,3	106132	51,0	203988
Retail	258,8	108522	215,8	868030	38,7	154928
Private Office	62,5	249888	49,6	193240	12,3	49060

Source: Urban Dynamics Gauteng, 2017

Secondary/ regional business nodes and community business nodes have been identified within Emfuleni, of which some are newly proposed nodes: Sonlandpark, Boitumelo, Kwaggastroom, Roshnee and Lochvaal. Retail and office space has been allocated to each of these nodes in accordance with the needs of the surrounding urban environment, the nature of its potential consumer base, and the location characteristics of each node. Based on these nodal characteristics, the following regional business nodes need mention:

a. Sonlandpark node

This node is a regional business node located on the Development Corridor proposed along the Vereeniging-Johannesburg commuter railway line. Thus, creating a node with a substantial retail and office component can greatly contribute to the establishment of this corridor. A total 34,428m² of retail space and 5,164m² of office space is allocated to the Sonlandpark node.

b. Bedworthpark node

This regional business node not only serves the surrounding residential areas, such as Sharpeville, but it also functions as a 'gateway' into the Vanderbijlpark area via the K174 (Barrage Road). A large office component was therefore provided to fully utilize the 'entrance' characteristics of this node. An additional 10,329m² of office space is allocated to the Bedworthpark node, which can be allocated along Barrage Road. No additional retail space is allocated to this node due to the large retail centres already existing within this node.

c. Evaton node

This node has the potential to increase its role in serving the northern parts of Sebokeng and Evaton. It is therefore proposed that this node be significantly

strengthened to a regional business node. An additional 17,214m² of retail space and 5,164m² of office space is allocated to the Evaton Node.

In addition to the above, it is recommended that the granting of additional retail space within Emfuleni also be done based on the recommendations of a detailed retail study that accompanies each individual application for retail rights within Emfuleni. In turn, such a detailed retail study must be conducted in a manner that adheres to the objectives and guidelines set out in this Emfuleni SDF, especially with regard to the distribution of retail space between the various nodes. In other words, a single node should not be allocated a disproportionate amount of retail space that would be to the detriment of other nodes.

Apart from the activity nodes set out above, business activity can also be located along the activity spines proposed for Emfuleni. However, it is important not to focus all the development energy in Emfuleni on these activity spines, but rather focus most of this development energy on the activity nodes within Emfuleni. Specifically, it is proposed that retail development be limited to the activity nodes, because nodes are more pedestrian and transit-oriented than activity spines. The activity spines can accommodate land uses that are more vehicle oriented, such as office, motor trade, and commercial uses.

CHAPTER 8

8. PERFORMANCE TARGETS 2018/19 - 2020/21

Good Governance	<ul style="list-style-type: none"> • Performance Management • Compliance and Reporting • Systems of Delegations • Consequence Management • Inter-Governmental Relations • Public Participation Reporting • Risk Management • Systems of Delegations • Council Resolutions • Financial Governance
Organisational Stability	<ul style="list-style-type: none"> • Recruitment of Executive Directors • Conducive Labour Relations • Communications- Internal and external • Organisational Development • Overhead Expenditure Reduction • Review Section 78 Process • Business Continuity and Business Process Mapping
Urban Management	<ul style="list-style-type: none"> • Waste Management • Water and Sanitation • Electricity Infrastructure • Parks and Cemeteries
ICT	<ul style="list-style-type: none"> • Restructuring of ICT
Revenue	<ul style="list-style-type: none"> • Electricity • Property Tax • Water and Sanitation • Bulk Contributions through partnership with Ekurhuleni
Economic Development and Spatial Development	<ul style="list-style-type: none"> • Township Investment • Private Sector Investment • Reindustrialisation • Agro-processing • Economic Development Zones

CHAPTER 9

9. GENDER MAINSTREAMING

Mainstreaming is the process of identifying issues affecting most vulnerable groups in society and integrating their basic human rights needs in the planning, implementation, monitoring and evaluation of service delivery.

9.1 CROSS CUTTING ISSUES WITH EMFULENI LOCAL MUNICIPALITY

Cross cutting issues refer to those issues which require a multi-sectoral response and thus need to be considered by all departments. Mainstreaming is considered a cross cutting issue. Cross cutting issues in the municipality are jointly addressed by the Offices of the Executive Mayor and Social Development and include the following:

- Disability,
- Gender,
- HIV/AIDS, and
- Youth.

9.2 DISABILITY DESK

The desk promotes the employment of disability people and encourages sensitivity to their needs. The following are some of the initiatives that took place in realizing the objectives:

DPSA (Disabled People South Africa) Emfuleni Branch was launched.

Deaf Awareness Celebration, ELM annually partner with Bathabile Sign Language Training to celebrate and acknowledge people with disability. The relationship with the civil society is excellent. ELM carry out programs together with 15 disability organizations locally and no longer sponsor their programs due budget constraints. There is a need for Emfuleni to adopt a disability friendly recruitment strategy.

9.2.1 STATUS OF EMPLOYEES WITH DISABILITIES

Level	Number	Male	Female
4	0	0	0
5	1	0	1
6	1	1	0
7	2	1	0
8	1	1	0
9	3	2	1
10	2	2	0
11	1	1	0
12	3	1	2
14	4	2	2
15	2	2	0
16	9	5	4
Total	38	18	10

Challenges

- Unemployment
- Sustainable, accessibility and affordable community facilities and service to people with disability.
- Service provider/ construction projects not employing people with disabilities.

9.3 GENDER

The Desk is responsible for the following:

Implementation of the 50/50 percent National resolution, Eradicating poverty through Economic Empowerment initiatives, Focus on Government and other stake holders projects and Programmes, Deepening women's participation in governance. Promote Diversity, tolerance and men's role in the Local Government Gender's Agenda. The strengthening of the section 79 of the Municipal Systems Act, Human Rights mainstreaming as an approach to accelerate gender equality.

Gender inequalities exist within ELM municipality, women account for 2.5% of the senior management as at 30th June 2018. In order to realize gender mainstreaming ELM send its managers and assistant managers monthly to attend workshops to equip them on gender issues. The desk has initiated training that will economically empower women on how to form Cooperatives, building and brick laying. There is also environmental training in partnership with both national and provincial departments. A draft policy on Gender is drafted awaiting review by legal department. The ward based gender as well as Section 79 committee had been established from 2011 when GEYODI was established in the Executive Mayors Office. Due to lack of resources and lack of budget, the structures have not been functioning as expected. The relocation to Social Development department during 2014, also had a negative impact.

9.4 HIV/AIDS

The primary goal of the desk is to coordinate internal and external actions, reduce the number of new infections and the impact of the epidemic on individuals, families and communities. An HIV/AIDS Council was established within Emfuleni Local Municipality, but has since collapsed due to inconsistency of leadership. Ward committees are in existence since 2011 and are doing very good work in the communities and report both monthly and quarterly.

9.5 YOUTH

YOUTH FORUMS

ESTABLISHMENT OF LOCAL UNITS

Currently Youth Forums are not functioning optimally due to lack of capacitation and resource allocation to the unit responsible for youth development. The allocation of resources required and exploration of partnership need to be considered in order to close the existing gaps.

Sedibeng District Municipality and Emfuleni Local Municipality have in their position draft youth development policies which are just waiting for adoption by the respective councils. Equally there is no section 80 on Youth Development and there was a proposal that there be one which will consist of (07) councillors of which four should represent the majority party.

This committee will discuss reports prepared by the Youth Coordinator and Assistant Manager and recommend to mayoral committee for final decision. After all this has been established a youth council will be appointed from youth formations representative of all sectors.

YOUTH ADVISORY CENTRES

These centres will propel and inject a renewed hope and dream for a better future for the young people of this district. The Youth Centres are now going to be partnered with NYDA and Sedibeng District Municipality will coordinate the 3 local municipalities. The locals will be tasked with the responsibility of locating young people in the mainstream of the economy by providing, employment opportunities, increase the skills base, inculcating and financing entrepreneurship innovations, career guidance & counselling and equipping young people with the necessary life skills & tools in order to become contributing citizens.

Since January 2019, NYDA signed an SLA with Sedibeng to coordinate all locals with the aim of coordinating all local youth programs. They also resumed responsibility for the remuneration of staff in the Youth Advisory Centres. They are consistently carrying the costs of 7 staff members.

The Centres are continuously updating the profile of the youth who visits these centres. The sample grew from 3200 walk-ins in 2016/2017 to 5000 in the 2017/2018 financial year from walk-ins and outreach programs conducted in the areas of Boipatong, Tshepiso and Sharpeville. For these two years the findings remains the same and are:

- The Youth Advisory Centres operates in an economically depressed environment,
- Women and mainly young women are frequent visitors of the centre,
- That these visitors are mainly unemployed,
- They have low levels of formal education,
- They lack the relevant labour market orientated skills,
- They lack the necessary business knowledge, and
- Lack self-worth.

Since the movement of the Coordinator for rural development programs for rural youth have taken a serious strain.

GENERAL DELIVERABLES FOR DESIGNATED GROUPS

This section will focus at general deliverables for designated groups namely women, children, youth, and people with disabilities, elderly and ex-combatants. These deliverables are guided by various policies of SDM aimed at benefiting the designated groups. Due to the purpose of aligning with the District, ELM is also expected to adhere to the deliverables. These include the following:

- Youth Development Policy;
- Ex - combatant Policy;
- Gender Policy;
- Pro - poor Policy; and
- Gender Equity Policy.

The general deliverables have been categorised as follows:

- Training and job opportunities
 - Ensure that training and job opportunities that may arise will target designated groups;
 - Continue with looking at regional sewer works for opportunities; EPWP; BnM (people used in demonstrating technique); and greening initiatives (SDM role to assist local labour and communities in getting involved in national and provincial programmes); and
 - Greening and cleaning.
- Ownership - Facilitate ownership options for designated groups in:
 - Urban renewal projects;
 - Industrial Waste Exchange Programme;
 - Land release; and
- Concrete targets and mechanisms will be set at BBBEE Summit planned for second half of this year.
- Poverty alleviation and social development
 - Ensure that alternative options are explored including ensuring designated groups are prioritized in the "shack down programme".
- Volunteers - Volunteers from all designated groups should be involved in:
 - HIV and Aids programmes;
 - Fire prevention (PIER) and Clean Fires Programme;
 - Crime prevention; and
 - Greening and cleaning.
- Within SDM
 - Training of community service students in MHS\EHS (within LMs). AQM – will target 2 students per year.

DELIVERABLES FOR DIFFERENT DESIGNATED GROUPS

Women	<ul style="list-style-type: none"> • Identify and assist women in accessing training opportunities related to greening programmes; and • Develop leadership programmes for women.
Youth	<ul style="list-style-type: none"> • Youth (Workplace learning as a means to communicate); • Establishment of a fully flashed Youth Directorate • Get involved in all programmes of Regional Sewer, EPWP, BnM, Greening; and • Expand the Youth Advisory Centre services; Ensure connectivity and accessibility. • Partner with SDM and NYDA
People with disability	<ul style="list-style-type: none"> • Special Disability /sheltered employment; • Interpreters; and • Get involved in all programmes of Regional Sewer, EPWP, BnM, and Greening. • Accessible entrances in all Municipality buildings

Children	<ul style="list-style-type: none"> • Ensure improved air quality and reduction of dangerous emissions which impact on the health of young children (e.g. asthma); • Healthy lifestyle programme, encouraging children to eat healthy and be active • Teen Sexuality education programme focus on discouraging earlier sexual experimentation. • Creating safety heaven for children through child protection services and programmes. • Drug and substance abuse awareness programmes aimed at reducing intake of drugs among children between ages 7-14 years. • Increase capacity development of care givers through training that is aimed at strengthening early childhood development. • Ensure that child headed households are accommodated in urban renewal projects; • Continue environmental awareness programmes aimed at school children; • Expand mass participation programme for sports; and • Ensure effective implementation of provincial programmes such as the Bana Pele, widow and ECD centres. • Building of a Rehabilitation Centre in Emfuleni
Elderly	<ul style="list-style-type: none"> • Elderly used for Oral History, sourcing resources in the form of shelter, tea gardens, and creating videos as stimulation and relaxation; and • Involve elderly in BNM programme. • Implement active aging programmes, wherein elderly will be involved in sporting activities (golden games, choral competition and aerobics) • Implement the Kharigude programme to educate elderly • HIV and AIDS training by the elderly
People infected and affected by HIV and AIDS	<ul style="list-style-type: none"> • Increase and training of HIV/AIDS ward committees • Establishment of a consistent ELM HIV/AIDS Council • Regular reports to Sect.80 committees
Ex-combatants	<ul style="list-style-type: none"> • SMME development & support to designated groups and ex-combatants; • Set concrete targets for ownership and empowerment for designated groups and ex-combatants; • Tour guides targeting designated groups and ex-combatants; and • Get involved in all programmes of Regional Sewer, EPWP, BNM and Greening.

CHAPTER 10

10. INTEGRATION PHASE

Integration phase seeks to integrate various sector plans and programmes to avoid duplication of resources by national, provincial and local spheres of government.

10.1 SECTOR DEPARTMENTS PROJECTS

ESKOM Projects	2019/20	2020/21
Beverley Hills Self-Build Units 21 connections		
Goldern Gardens Development Phase 3		
705 connections		
Sebokeng Ext 28 Phase 1		
500 connections		
Pre-engineering Greater Emfuleni		
Sonderwater Phase 2		
385 connections		
GDARD Projects	2019/20	2020/21
• Homestead Food Gardens		
• Community Food Gardens		
• School Food Gardens		
• Farmer Training		
• Construction of 21 & 50 Sow Piggery Structures		
• Construction of 10 000 Carrying Capacity Layers and Broiler structures		
• Drilling and Equipping of sixty boreholes for the supply of water in farms and projects		
• Vereeniging Fresh Produce Market		

• Sinokukhanya Waste Recycling			
• Maintenance of ten (10) Gauteng priority air monitoring stations			
• Rehabilitation of illegal dump sites (Kanana& Sharpeville)			
• Upgrading of the existing perk houses			
Health Projects	2019/20	2020/21	
Kopanong Hospital Refurbishment of psychiatric wards 1&2	R 15 000 000		
Levaimbatha CHC Upgrades and additions	R 100 000 000		
Tshepiso Phase 4 new clinic	R 60 000 000		
Rietspruit Clinic Construction of new clinic	R 65 000 000		
Evaton Clinic			
Sebokeng Zone 17 clinic			
Sebokeng Hospital			
Lakeside clinic New clinic			
Dr Helga Kuhn Clinic Upgrading of existing clinic			
Education Projects	2019/20	2020/21	
Rust-ter-Vaal Secondary (New and Replacement school)	Ending 2019/02/28		
Tshepiso Primary School ACT (New and Replacement school)			
Tshepong Primary School ACT (New and Replacement school)			
Evaton Primary School (Upgrades and major additions)	Ending 2019/08/31		
Fadimeha Primary School (Upgrades and major additions)	Ending 2019/08/31		
Ipahlolleng Secondary School (Upgrades and major additions)	Ending 2019/08/31		
Jet Nteo Secondary School (Upgrades and major additions)	Ending 2019/08/31		
Laersskool Unitas Park (Upgrades and major additions)	Ending 2019/08/31		
Vukuzakhe Primary School (Upgrades and major additions)	Ending 2019/08/31		
Magasela Primary School (Upgrades and major additions)			
Ramosukula Primary School (Upgrades and major additions)	Ending 2019/20		
Rust-ter-Vaal Primary School (Upgrades and major additions)			
Vaal High School (Upgrades and major additions)			
Evaton Primary (Refurbishment and Rehabilitation)			

Krugerlaan LSEN School(Refurbishment and Rehabilitation)		
Laerskool Noordhoek(Refurbishment and Rehabilitation)		
Laerskool Vaalrivier (Refurbishment and Rehabilitation)		
Laerskool Drie Riviere(Refurbishment and Rehabilitation)		
Pitseng Primary School(Refurbishment and Rehabilitation)		
Vereeniging Gymnasium (Refurbishment and Rehabilitation)		
Mojala- Thuto Primary School (Refurbishment and Rehabilitation)		
Mosioa Primary School (Refurbishment and Rehabilitation)		
Sapphire Secondary School (Refurbishment and Rehabilitation)	Ending 2019/20	2020/21
Social Development Projects		
Boipatong Social Integrated Facility- ECD, Day care for older persons & regional offices and facilities		
Evaton ECD		
Sebokeng Rehabilitation Centre		
Rietspruit Clinic Construction of new clinic		
Evaton Clinic		

10.2 EMFULENI PLANS AND STRATEGIES

The Integrated Development Plan is the executive summary of various sectoral plans as legislated. The Municipal Systems Act, No. 32 of 2000 requires Local Government to develop and review sectoral plans and Programme.

In compliance with the Legislation, Emfuleni Local Municipality has the following plans and programs in place:

- Financial Turn-around strategy
- Financial Recovery Plan
- Service Delivery and Budget Implementation plans
- 5 year Internal Audit Strategy
- Risk Based Audit plan

- Water Service Development Plan
- Local Economic Development Plan
- Waste Management Plan
- Disaster Management Plan Level 2
- Performance Management Plan
- Spatial Development Framework
- Human Resource Development Strategy
- Communication Strategy
- Municipal 5 year Plan
- HIV/Aids Plan
- Employment Equity Plan
- Procurement Plan